

**West Midlands Regional Homelessness Strategy
2005**

Sub-Regional Smart Action Plans

MWB Consultancy Ltd

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Sub-Regional Smart Action Plans

CONTENTS

	Page
1. Outline of the Report	4
<hr/>	
1.1 Background	4
1.2 Further information about the approach	6
1.3 The Action Plans	8
1.4 Cross cutting themes	9
1.5 How does this relate to the needs analysis and the original strategy?	10
1.6 How the document is set out	11
2. Monitoring and Reporting on the Sub-Regional Action Plans	12
<hr/>	
2.1 Some key issues to be considered	12
2.2 Evidencing change	13
2.3 Collecting the evidence	13
2.4 Monitoring and reporting	14
2.5 Keeping up to date	14
2.6 In brief	15
3. Regional Homelessness Strategy – Logic Chains	16
<hr/>	
3.1 Results Leading to Outcome 1	17
3.2 Results Leading to Outcome 2	18
3.3 Results Leading to Outcome 3	19
3.4 Results Leading to Outcome 4	20
3.5 Results Leading to Outcome 5	21

4. Smart Results Plans Logic Chains	22
<hr/>	
4.1 Smart Results Plans Logic Chain Sub Region C1	22
4.2 Smart Results Plans Logic Chain Sub Region C2	23
4.3 Smart Results Plans Logic Chain Sub Region C3	24
4.4 Smart Results Plans Logic Chain Sub Region North	25
4.5 Smart Results Plans Logic Chain Sub Region South	26
4.6 Smart Results Plans Logic Chain Sub Region West	27
5. Smart Action Plans to Support Results Plans	28
<hr/>	
5.1 Smart Action Plans to Support Results Plan for HMA C1	28
5.2 Smart Action Plans to Support Results Plan for HMA C2	35
5.3 Smart Action Plans to Support Results Plan for HMA C3	39
5.4 Smart Action Plans to Support Results Plan for HMA North	44
5.5 Smart Action Plans to Support Results Plan for HMA South	51
5.6 Smart Action Plans to Support Results Plan for HMA West	58
Appendix 1	65
Extract from document prepared for the CLG Homelessness Strategy Delivery Group, outlining the 8 themes.	
Appendix 2	66
Map of West Midlands Sub-Regional Housing Market Areas	
Appendix 3	67
Contact Details HMA Lead Officers	

Sub-Regional Smart Action Plans

1. Outline of the report

1.1 Background

The West Midlands Regional Homelessness Strategy is designed to help reduce homelessness in a number of ways; in particular by influencing policy and investment in housing at a regional and sub-regional level and by encouraging more effective joint interventions across the region. It is intended to support local strategies and action plans by improving cross boundary, cross sector and cross tenure work where appropriate.

The strategy suggested some key recommendations that are focused on encouraging and supporting joint action between Local Authorities, service providers such as the National Offender Management Service (NOMS) and service providers in the third sector. As we note later in this introduction these issues of joint working were recurrent themes in the workshops held in each of the housing market areas in 2006.

One of the key recommendations from the strategy was that a Regional Homelessness Strategy Implementation Group (RHSIG) be established and they were given the task of developing **action plans** to promote a collaborative approach to tackling and preventing homelessness in the Housing Market Areas or sub-regions.

We believe that these action plans need to focus on delivering results that will create the climate and structures for joint working which in turn will help to deliver positive changes for homeless or potentially homeless people.

This platform of joint working will help to maximise the impact of local structures and harness local energy. Once we have created momentum more challenging results can be built on this platform, for example we can start with small results such as developing a cross authority rent deposit scheme with the private rented sector and then build to actions which promote joint strategic approaches with landlords on prevention of homelessness or shared cross authority approaches to developing and sustaining the social rented sector in a housing market area.

We conclude that part of this work is to practically demonstrate that there are occasions when acting jointly across the sub-regions, and across service boundaries, will deliver better results than working alone.

So the context for the action plans is improving outcomes for homeless and potentially homeless people through demonstrating it can be done differently, by sharing problems and solutions, and by being able to identify and then act upon the things we do best alone and best together.

To help us do that we have used a results based approach including the use of a 'logic chain' methodology to develop and depict the action plans.

This approach helps us to focus on the reason for taking the action rather than identifying a list of activities which may collectively not improve the overall situation for people at risk of homelessness in our region. To do this we have to be as clear as possible about the following:

1. **The Impact** or the big change that needs to be delivered i.e. a reduction of repeat homelessness and effective primary prevention of homelessness.
2. **The Outcomes** or medium term changes that help to deliver the Impact. For the action plans supporting the Regional Strategy these outcomes focus on the joint working, sharing knowledge and developing shared intelligence all in order to help local delivery.

There are a number of other strategies or approaches that focus more on direct results with homeless people, for example the NOMS resettlement pathway, the joint approaches that are generated by this strategy will either directly help their implementation or help to create the environment which promotes their success.

3. **The Results** or short term changes identified in each sub region will contribute to the outcomes; there are a wide range of results that could be delivered but we have tried to limit the range of activity to ensure that the actions are achieved.

The assumptions supporting this approach are:

- That working together can deliver better results in some cases
- That organisations have limited resources for working together so that it needs to be focused
- That first attempts at joint working need to be successful in order to build confidence in joint working
- That evidence from successful partnerships will help to persuade reluctant partners that getting involved is worthwhile
- That sub-regional partnerships can not do everything at once
- That sub-regional partnerships can use each others learning and work to fast track developments
- That if the action plans are 'too big' this may create an inertia which slows down development.

1.2 Further information about the approach

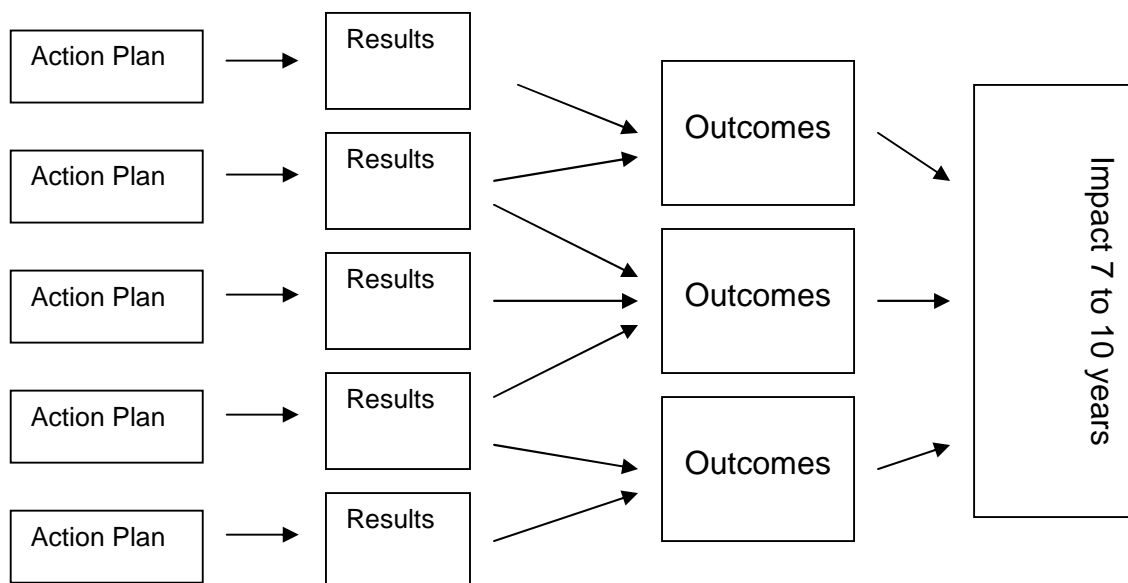
The results based approach described here is based on work done by the United Nations and the Canadian Government over a number of years for use in their long term and high investment projects. The version we are using is an adaptation developed by MWB Consultancy in the UK for use in situations which demand a quicker and more responsive results based focus.

As we identified above the central theme of this results based approach is the way in which it encourages us to look beyond the output driven process to think about the outcomes we want to achieve, the smaller results that support those outcomes and then to think about the best ways of delivering the results in the context of resources and other key inputs.

We can use this methodology to develop a logic chain which takes us back from the impact to a series of short term results; it is these results that form the basis for the action plans in this report.

The whole approach is based on predicting, achieving and tracking changes for people or organisations, changes in the way they act, think, feel, their knowledge or their material conditions.

The logic chain looks something like this:



Impacts are long term changes usually for big groups of people or communities and may take up to 10 years to be fully achieved.

Outcomes are the medium term changes for people that contribute to the Impact, Outcomes usually take up to 3 years to achieve. More than one Outcome will contribute to an Impact.

Results are the smaller short term changes that contribute to the Outcomes. Results are usually achieved in a 12 to 24 month period. More than one Result will contribute to any Outcome

In the sections following you will see the outcomes and results displayed in a similar way to the diagram above.

The **action plans** support each of the results and in each action plan there are a series of smaller **indicators** which will help us to track our success and learning. Most of the indicators are of a 'soft nature' for example 'local authorities report using shared data to change policy or procedure'. This can be problematic but given the nature of the strategy and the role of the sub-regional groups we feel that we can generate sufficiently robust evidence of change and then work through the regional implementation (RHSIG) group to track wider outcomes over time.

This methodology has been successfully used in a number of projects over the last 7 years, for example it was used to develop the strategic plan and outcome based commissioning plan for a Children's Fund Programme and associated mainstream services; to develop an Anti-poverty Strategy; to highlight and describe the strategic links between the 3rd Sector activity in an area and the area's Local Area Agreement.

The work done for the Children's Fund received a recommendation of good practice from the Government Office of the West Midlands.

The benefits of this approach are that: it keeps a focus on the crucial results to be delivered not just on processes or actions; it allows us to track progress quickly and make course corrections before too much time is wasted; it helps us to develop a small range of key actions that will generate the change we need to deliver. Lastly it encourages those using the methodology to think creatively about how they can deliver change and capture the learning from that change process. (See note in the next section on monitoring and reporting back on the action plans. Ref 2).

The Regional Homelessness Strategy Implementation Group has used this methodology previously to work on the draft strategic framework for homelessness¹ and found it a robust and useful approach to quite complex situations.

¹ CLG developed a draft strategic framework which brings together strategy and actions at a national, regional and local level. It does so over eight related themes or streams of activity.

This initial framework is based on an approach developed by the National Offender Management Service (NOMS) which brings together the key areas of service delivery and strategy into a single format.

1.3 The Action Plans

Workshops were held in each sub-region during March 2006 to discuss the implementation of the regional strategy. The material collated at these workshops as well as recent discussions in each sub-region have helped to shape the results and action plans attached to this document. The RHSIG and the sub-regional groups all contributed to identifying and agreeing the outcomes that need to be delivered.

Each sub-region has a **results plan** which has a small number of actions and results for them to achieve over the next 3 years.

As we note above the results and action plans were arrived at through analysis of the workshop material, reference to the Regional Strategy and through local consultation via the sub-regional leads.

For example the workshops in each sub-region all identified sharing of data and good practice as one of the key things that needs to be developed to help reduce homelessness; therefore both data sharing and best practice sharing feature as results for some of the sub-regions.

We have deliberately kept the numbers of results and actions for each sub-region small at this point so that progress can be made and an atmosphere of success generated around regional and sub-regional working.

Once actions and results are being delivered they will be reviewed and other emerging results and actions can be added. (See the section of this document which outlines our preferred approach to monitoring and reporting on the results. Ref 2.4).

The results plans and supporting action plans reflect the fact that some sub-regions are further ahead in terms of joint working and structures than others; for example the South HMA has developed a county wide Homelessness Strategy whilst other sub-regions have only been able to hold informal meetings to discuss what they might do locally.

The infrastructure needed to deliver on the results does not need to be too complicated or onerous and each sub-region either has an established structure or has started to meet as a result of the work on the results and action plans. On the whole the structures in place are grounded in practical action and are run with a helpful informality. Both these factors help to generate an atmosphere of 'can do' and to promote a willingness to share ideas and opportunities.

No one sub-region's set of results or action plan covers all the outcomes that need to be delivered but collectively they are addressing all the key areas and outcomes.

So, for example, two of the sub-regions feature work on joint approaches with NOMS on offender work, this will be relevant to all the sub-regions and they

can benefit from the early work done in the two sub-regions and use that learning etc to fast track work in their own areas.

There is a **results plan** for each sub-region which notes all the results to be achieved in that area. These results are depicted in a logic chain that relates to the outcomes we have identified. Each result is backed up by an action plan which includes deadlines, indicators of success and some outline actions.

The **targets** in the results plans and shown against the outcomes have been set to reflect two things, firstly the desire to create a 'critical mass' or tipping point to help promote change on a bigger scale. Secondly to reflect the relatively low resource base that each sub-region has available to commit to sub-regional and regional work.

This means that the targets are not 'stretch targets' but are achievable relatively straightforwardly. We felt that if targets were set too high it could have a negative impact and either reduce levels of activity, as the results do not form part of any statutory duty or inspection regime, or conversely encourage people to 'tick the box' rather than make actual changes. Either of these outcomes will not help to create the shift to workable regional approaches or solutions that will benefit homeless or potentially homeless people.

1.4 Cross cutting themes

As we have mentioned above there are some recurrent themes or areas of work that are worth noting. In particular we want to highlight those specific client groups that are the focus of some of the results in the action plans. For us these demonstrate that our focus is not just on joint working for the sake of it but joint working that makes a difference for people.

Two of the action plans feature work with offenders and those being resettled from prison. This is an important area of work and the results should build on the work already done to design effective resettlement from prison.

Three of the action plans include specific reference to discharge from hospital and within that a focus on people experiencing mental health distress. This is an important area of secondary prevention work and fits well with health objectives set out in documents like the National Service Framework for adults with mental health distress.

A number of the action plans have results that build on the existing good work on primary prevention and include work with RSLs to help them develop action plans for prevention (as noted in the Housing Corporation Homelessness Strategy). There are also specific actions with a direct reference to younger people, for example developing joint approaches to 'night stop' schemes, developing a cross authority mediation service which may allow smaller authorities to join together to provide a fuller service coverage.

Helping to promote safer communities is highlighted through actions focused on sharing best practice on 'sanctuary' and other responses to domestic violence.

Finally it is worth noting that we have a number of actions which are testing out improved ways of working with the private rented sector to increase the availability of sustainable and affordable accommodation.

So although the focus of the work is on developing the atmosphere of trust and shared working which will promote more challenging work later we believe that in the meantime we are working on some key practical areas of concern for people in communities, for local authorities and for regional and strategic bodies.

1.5 How does this relate to the needs analysis and the original strategy?

The Regional Homelessness Strategy (2005) asks some very searching questions about the state of our knowledge and understanding of homelessness and potential homelessness in the region. In particular it notes that the quality of data needs to improve, we believe that some work has already been done on this and that data quality is improving but that it can be further improved by the results identified in the action plans.

The strategy identifies a shortfall in the volume of accommodation available to those most vulnerable to homelessness, although there are no direct building actions noted in the plans we have chosen to look at more effective use of the current stock through actions on increased and sustainable use of the private rented sector and on management of empty property.

The outcomes and results generated by these action plans will help to create the infrastructure of preventive work; cross authority sharing; work with families to prevent youth homelessness etc that will enable homeless and potentially homeless people to sustain tenancies as and when housing stock becomes available. Without that infrastructure the most vulnerable run the risk of continuing to be homeless even where housing is available in a timely fashion.

Our current understanding of and approach to tackling homelessness puts a significant emphasis on the themes or factors which create the network that enables vulnerable groups to sustain housing options, this is reflected in the approach we have taken to these action plans.

The current strategy has no specific end date but we have chosen to set a date of 2010 for all the results to be delivered. This reflects the focus on building a platform for later and even more challenging results and outcomes.

1.6 How the document is set out

There is an overall logic chain which highlights the **Outcomes** as they relate to the **Impact**.

For each **Outcome** we have a logic chain which shows the **Results** that will help to deliver the **Outcome**.

Each sub-region, based on the Housing Market Areas, has its own logic chain and **results plan** which shows the **Results** they have agreed to deliver in their area.

Each **Result** has a short **action plan** which describes the key indicators, actions and links for that result. The indicators will form part of the tracking of each result.

In the document we have bundled the action plans together by sub-region rather than against each **Outcome**.

The next section of this document sets out how we intend to monitor and report on the outcomes and results.

For those of you viewing this on a computer we have included [hyperlinks²](#) to 'help' you navigate around the document.

² Place mouse over hyperlink press Ctrl + left click

2. Monitoring and reporting on the sub-regional action plans

The following is our suggested approach to monitoring and reporting back on the results in the regional action plans.

Each sub-region has a set of results to deliver over the next three years and as we implement the action plans we need to be clear about the following things:

- What actions have been completed
- What actions are outstanding and why (e.g. what barriers have we encountered?)
- What the actions have delivered in terms of difference (results)
- Are the results contributing to the outcomes
- What new results or actions need to be added to help achieve the outcomes
- What new issues are emerging that might need to be added to the action plans

This information will help us to analyse the contribution the strategy is making to reducing homelessness, or more specifically what difference is being made to some of the structural building blocks that will support a reduction in homelessness across the region.

2.1 Some key issues to be considered

The sub-regional action plans have been developed in a way that takes account of the practical application of the strategy; this means that there are a limited number of results and actions for each sub-region. This practical approach needs to be reflected in the way the action plans are monitored.

The Strategy is not a statutory document and as such reporting is not directly linked to any financial or formal inspection regime. We see this as an opportunity for the Regional Homelessness Strategy Implementation Group (RHSIG) to take an approach to monitoring which is based on mutual trust and light touch evidencing.

Although a rigorous monitoring regime is desirable as the 'gold standard' in this case it may prove to be counter productive and hold up actions and results rather than stimulate the change we want to create. We want to stimulate learning and change, not create a further set of targets to be 'reported on' at all costs.

With these factors in mind we are proposing the following approach as both suitable for our needs and the most likely to be implemented.

2.2 Evidencing change

The nature of the results based approach requires that the results need to be verified through a variety of means to triangulate data and confirm what can be quite 'soft' outcomes e.g. a change in policy or approach. In a lighter touch model we suggest that evidence is taken from a wide range of sources and is then built up into a portfolio as the results are acted on.

We have to work on the assumption that given the framework and context of the Regional Strategy (see note above) that the participants to the process, in the main the implementation group, do not want to delude themselves and are mature enough to focus on learning about what works and not on crude 'box ticking'.

We recommend that for each result an evidence portfolio be set up and evidence such as emails, reports and comments be copied into that as the evidence of change. Where a policy or practice has been influenced this can be evidenced through an exchange of emails which identify the difference the result made in that case. This approach is not unlike the competency approach used for NVQ and other similar qualifications.

For example, one result focuses on sharing best practice in relation to domestic violence and sanctuary schemes. The result sets a target of two examples of policy or investment being influenced through sub-regional actions. For this result evidence could include the following:

- Copy of a tender for sanctuary scheme supported by an email that states that the tender was developed in line with shared best practice or was influenced through the sharing of good practice in the sub region
- Minutes from meetings that demonstrate a change in approach or investment, either directly mentioning the sub-regional work or supported by email or other correspondence
- Responses to a simple email survey following a sub-regional best practice session or briefing where respondents are asked to comment on how they have been able to put the information they gathered from the session into practice and any barriers to its usefulness/applicability
- Copy of policy or procedure manual where change has been influenced by the sub-regional work again backed up with email etc to state the influence link.

2.3 Collecting the evidence

As we have noted above we suggest an 'as you go' approach to collecting the evidence and this does place a small burden on the sub-regional lead to actively collect data on a day by day /week to week basis. However this is

considerably easier than the more traditional 'near the deadline' data collection models which are more common, or indeed the 'after the fact' data collection of many evaluations.

Given the capacity of new technologies to store data quickly and easily it is practical to set up email files, data files and document files and copy material into those files as we go.

We think it will be helpful to create a web-based forum or space where that data and learning can be shared with other sub-regional leads and members of the implementation group. This would contribute to speedy and open sharing of ideas and learning. We suggest that one of the sub-regional leads or a group member with a particular interest take responsibility for acting as a minder of the web space.

We want to encourage the existing spirit of the implementation as a shared project across the region. We think that by making the focus of the action plans and the reporting on results both light touch and relevant to those involved we can achieve this and as a result make a difference for people in the region. This can be enhanced if the process can be made easy to use and accessible enough to allow quick interchange of ideas and queries.

2.4 Monitoring and reporting

We suggest that at each implementation group meeting there is a standing item on the agenda for feedback on the results. It maybe appropriate to take an exception reporting approach and to use this to pick up on any learning that can be shared, to identify any barriers that need to be tackled and to pick out specific news or issues to be fed back to the Regional Housing Board.

We also feel that it would be useful to do an annual 'stock take' of progress on the results and for this to feature as an item in the minutes for the meeting at the end of each financial year.

The monitoring and reporting are only going to be useful if they are activities used for learning and open exchange of ideas. As soon as they are perceived as a 'checking up' process they will be devalued.

2.5 Keeping up to date

It is the new intelligence that the process generates that will be most useful and will contribute to changes in practice etc that will in turn create a difference for homeless people in the region. In line with that notion we need to build in space for new results and outcomes to be included in the action plans as we move forward, this will need to reflect emerging themes and changes in the environment that need us to change our approach. It should also reflect changes we may make as we learn and create change through the action plans.

If we adopt a web based space for some of the monitoring and evidencing we could add an additional space for emerging ideas and discussion. This can then be monitored and fed back to the regional implementation group, it would be the role of the group to identify if any of the emerging issues supplanted existing results in the action plans and therefore needed to be included in updated action plans.

Time should be devoted in the annual stock take to review the remaining results and actions to ensure that they are still relevant and to carry out any updating to the action plans if that is needed.

We are not suggesting that action plans are re-drafted as a matter of course every year but that as actions are achieved and evidenced then new results can be formulated and included in the action plans. In this way the action plans can become a rolling programme of results and actions supported by a growing portfolio of evidence and learning.

2.6 In brief

- Regular updates on results at our bi-monthly meetings
- Annual stock take
- Regular updates to ensure that we are capturing and adapting to changes in the environment
- Regular feedback to the Regional Housing Board on key learning, barriers etc
- Portfolio based evidencing of results
- Web space for sharing ideas, evidence etc
- Rolling updates to the action plan as results are achieved

3. Regional Homelessness Strategy

LOGIC CHAIN

Outcomes that the regional strategy can contribute to the Impact:

To be achieved by 2010

These outcomes are designed to generate examples and intelligence about where and how working together gets the best results for homeless and potentially homeless people.

The results at a local level use locally important issues that partners feel could be dealt with effectively through joint action.

Key to this approach is being able to identify where working across sub-regions and regions gets better results than working alone or on a smaller scale.

The action plans are designed to create/stimulate the conditions where sub-regional and regional approaches are used in the most effective way.

1. We are using shared intelligence about needs and resources, we will have 10 examples of how this shapes practice and policy.

2. We are sharing and using intelligence about what works best, we will have 10 examples of how this improves results.

3. We will have 10 examples of working together that has created change and improved results.

4. We will have 5 examples of jointly commissioned services and approaches that demonstrate change.

5. We have 8 examples of working with non - housing partners that has helped to deliver improved results.



Impact

Fewer people become homeless (primary prevention) those that do become homeless are helped to sustain settled homes and lifestyles (secondary prevention) and do not become homeless again.

Our vision for our homelessness strategy is to support the emergence of a World Class Region and improve the quality of life by preventing homelessness, improving support services and access to decent secure housing. **West Midlands Regional Homelessness Strategy**

3.1 RESULTS Leading to Outcome 1

1.1 Develop robust data and intelligence about the nature and extent of rural homelessness. Investigate best practice in prevention of rural homelessness. (North HMA).
Use this data to shape local policy and investment, at least one example of changes to policy and investment.

1.2. Develop and implement quality criteria to help commissioners judge the quality and effectiveness of jointly and singly commissioned services. (North HMA).
Use these criteria to assess 5 priority services then to shape local policy and investment.

1.3 Develop and implement standardized data collection and monitoring systems to measure the impact and learning from county wide Homelessness Strategy (South HMA).
Use this data to shape local policy and investment, at least two examples of data being used to shape policy and investment.

1.4. Develop existing data base to track how homeless and potentially homeless people access and use non-housing services (C1 HMA).
Use this data and analysis to shape policy and investment, at least two examples of it being used in this way.

1.5 Carry out a whole sub-regional presenter survey in an agreed time frame, analyse the data on a local and sub-regional basis. (C3 HMA).
Use this data and analysis to shape policy and investment, at least two examples of it being used in this way.

1.6. Carry out sub-regional gypsy and travellers' needs survey. (West HMA).
Use this data from the survey to shape policy and investment, at least two examples of it being used in this way.

1.7 Develop cross authority data sharing on key homelessness data, investigate cross boundary presenter survey. At least two examples of new data sharing being used to influence policy, procedure or practice.

OUTCOME 1

We are using shared intelligence about needs and resources, we will have 10 examples of how this shapes practice and policy.

3.2 RESULTS Leading to Outcome 2

2.1 Develop and test out 'critical friend' mentoring on key strategy and policy developments e.g. Homelessness Strategy reviews . (C1 HMA).
Use this approach to improve quality and consistency of strategies across the sub-region. At least 2 examples of how strategy etc has been re-shaped

2.2 Using the CLG Prevention tool kit to audit policy and practice and identify gaps for sub-regional action or learning.(C1 HMA).
Use audit with the tool kit to bring priority areas up to best practice standard across the sub-region. At least 2 examples of improvements/changes.

2.3 Share best local practice on support to survivors of domestic violence including sanctuary schemes. (C2 HMA).
Use this information and learning to shape policy and investment across the sub-region, at least two examples of policy or investment being influenced.

2.4 Share best practice on effective approaches to prevention; develop best practice digest. (C2 HMA).
Use this information and learning to shape policy, practice and investment, at least two examples of policy or investment being influenced.

2.5 Investigate best practice models on reducing numbers of empty properties and using this to increase options for homeless people. (North HMA).
Use this model to influence policy, practice and investment, at least two examples of policy or investment being influenced.

2.6 Share learning and best practice on impacts of sub-regional CBL on homeless and potentially homeless people. Two examples of policy or practice being changed. (South HMA)

2.7 Share learning across the region of developing and implementing shared (county wide) Homelessness Strategy. (South HMA). At least 2 examples of other areas using learning to develop cross boundary strategies if appropriate.

2.8 Share best practice on resettlement of offenders and specific projects designed to improve resettlement (RESIT) , investigate the potential for wider application of similar schemes. Examples of improved quality of resettlement, and evidence of 2 examples of practice being changed or new service being developed.

OUTCOME 2

We are sharing and using intelligence about what works best, we will have 10 examples of how this improves results.

3.3 RESULTS Leading to Outcome 3

3.1. Develop and implement shared move on protocols that increase move on options. (C1 HMA).
Two examples of increased access and appropriate use of move on accommodation.

3.4 Develop sub-regional on-line homelessness directory. (C2 HMA). At least 2 examples of directory helping organisations to align services and improve access.

3.2 Investigate potential and need to develop and implement sub-regional nomination rights agreement. (C1 HMA).
Two examples of these being used to reduce homelessness.

3.5 Develop sub-regional approaches to maximising sustainable use of the private sector - including use of 106 agreements. (North HMA and C3 HMA).
Use approaches so that tenancies are sustained - four examples of increased and sustainable use of private rented sector.

3.3 Develop shared approach to working with private sector e.g. cross authority deposit schemes. (C2 HMA).
Two examples of joint work increasing access to sustainable private rented stock

3.6 Share best practice and extend use of protocol for work with RSLs on prevention of homelessness. At least four examples of RSLs using the protocol to develop prevention action plans.

OUTCOME 3
We will have 10 examples of working together that has created change and improved results.

3.4 RESULTS Leading to Outcome 4

4.1. Investigate opportunity then commission joint sub-regional mediation service. (North HMA). Evidence of joint service leading to improved prevention through mediation.

4.2. Commission sub-regional approach to service user involvement, including development of peer researchers. (C3 HMA). Two examples of service/approach in place and intelligence from service users - being used to shape policy, practice and investment.

4.3 Investigate potential to develop joint 'night stop' scheme. (C1 HMA) Evidence of reduced homelessness and medium term sustainable outcomes for people using service

4.4 Commission joint training on priority areas for front line housing and housing advice staff. (North HMA). Examples of reduced costs of training and new learning being put into practice.

4.5 Commission joint (sub-regional) Housing Market Assessment. (West HMA). One example of shared research and data being used to influence cross boundary working.

OUTCOME 4

We will have 5 examples of jointly commissioned services and approaches that demonstrate change.

3.5 RESULTS Leading to Outcome 5

5.1 Link to the City Region - City Strategy Pathfinder so that homeless and potentially homeless people are accessing bespoke training and personal support to enter sustainable employment and to progress in the workplace. Two examples of Neighbourhood and Employment Skills Action Plans (NESP'S) including homeless or potentially homeless people within the target caseload - C3 HMA

5.4 Set up liaison structure with mental health services. Extend to a county wide setting and share best practice learning. (South HMA). One example of changed practice or procedures improving services.

5.2 Develop Business links to develop work placements for homeless/potentially homeless people. Including work placements with local authority employers. (C3 HMA). Two examples of employers offering work placements.

5.5 Considering the use of Offender Pathway to establish joint protocols for resettlement, move on, sustaining tenancies and planned release with local NOMS providers (probation and prisons). (North HMA, South HMA). 2 examples of the protocols or pathway improving the quality of the release planning process with specific regard to planned housing options.

5.3 Develop/further development joint protocols and supporting materials for hospital and mental health service discharge. (West HMA, South HMA, C1 HMA). Evidence of improved quality of discharge planning and service user experience.

5.6 RHSIG group are tracking results in action plans so that they are clear what is working well, what needs to change and can contribute to the implementation of housing and other strategies. Regional Housing Board understands how the regional homelessness strategy has contributed to new shared approaches, have examples of how joint working can be encouraged and can demonstrate a sound joint working platform for future strategy development.

OUTCOME 5

We have 8 examples of working with non-housing partners that has helped to deliver improved results.

02/07/07

4.

4.1 SMART RESULTS PLANS LOGIC CHAIN Sub Region C1

C1ActionPlan

1.4 Develop existing data base to track how homeless and potentially homeless people access and use non-housing services (C1 HMA). Use this data and analysis to shape policy and investment, at least two examples of it being used in this way. **Deadline 04/08**

3.1 Develop and implement shared move on protocols that increase move on options. (C1 HMA). Two examples of increased access and appropriate use of move on accommodation. **Deadline 10/08**

2.1 Develop and test out 'critical friend' mentoring on key strategy and policy developments e.g. Homelessness Strategy reviews . (C1 HMA). Use this approach to improve quality and consistency of strategies across the sub-region. At least 2 examples of how strategy etc has been re-shaped. **Deadline 04/08**

3.2 Investigate potential and need to develop and implement sub-regional nomination rights agreement. (C1 HMA). Two examples of these being used to reduce homelessness. **Deadline 03/09**

5.3 Develop joint protocols and supporting materials for hospital and mental health service discharge. (South HMA, West HMA, C1 HMA). Evidence of improved quality of discharge planning and service user experience. **Deadline 09/08**

2.2 Using the CLG Prevention tool kit to audit policy and practice and identify gaps for sub-regional action or learning.(C1 HMA). Use audit with the tool kit to bring priority areas up to best practice standard across the sub-region. At least 2 examples of improvements/changes. **Deadline 07/08**

4.3 Investigate potential to develop joint 'night stop' scheme. (C1 HMA) Evidence of reduced homelessness and medium term sustainable outcomes for people using service **Deadline 12/08**

C1 - presenter survey in Solihull. This could be linked to the C3 sub-regional presenter survey.

02/07/07

4.2 SMART RESULTS PLANS LOGIC CHAIN

C2ActionPlan

Sub Region C2

2.3 Share best local practice on support to survivors of domestic violence including sanctuary schemes. (C2 HMA).
Use this information and learning to shape policy and investment across the sub-region, at least two examples of policy or investment being influenced. **Deadline 12/08**

2.4 Share best practice on effective approaches to prevention; develop best practice digest. (C2 HMA).
Use this information and learning to shape policy, practice and investment, at least two examples of policy or investment being influenced. **Deadline 12/08**

3.3 Develop shared approach to working with private sector e.g. cross authority deposit schemes. (C2 HMA)
Two examples of joint work increasing access to sustainable private rented stock. **Deadline 12/08**

3.4 Develop sub-regional on-line homelessness directory. (C2 HMA).
At least 2 examples of directory helping organisations to align services and improve access.
Deadline 06/08

C2 - presenter survey in Coventry. This could be linked to the C3 sub-regional presenter survey.

1.5 Carry out a whole sub-regional presenter survey in an agreed time frame, analyse the data on a local and sub-regional basis. (C3 HMA).
Use this data and analysis to shape policy and investment, at least two examples of it being used in this way. **Deadline 04/08**

3.5 Develop sub-regional approaches to maximising sustainable use of the private sector - including use of 106 agreements. (North HMA and C3 HMA).
Use approaches so that tenancies are sustained - four examples of increased and sustainable use of private rented sector. **Deadline 12/08**

4.2 Commission sub-regional approach to service user involvement, including development of peer researchers. (C3 HMA).
Two examples of service/approach in place and intelligence from service users - being used to shape policy, practice and investment. **Deadline 01/09**

5.1 Link to the City Region - City Strategy Pathfinder so that homeless and potentially homeless people are accessing bespoke training and personal support to enter sustainable employment and to progress in the workplace. (C3 HMA) Two examples of Neighbourhood and Employment Skills Action Plans (NESP'S) including homeless or potentially homeless people within the target caseload. **Deadline 03/09**

5.2 Develop Business links to develop work placements for homeless/potentially homeless people. Including work placements with local authority employers. (C3 HMA).
Two examples of employers offering work placements. **Deadline 03/09**

4.4 SMART RESULTS PLANS LOGIC CHAIN

[NorthActionPlan](#)

Sub Region North

1.1 Develop robust data and intelligence about the nature and extent of rural homelessness. Investigate best practice in prevention of rural homelessness. (North HMA).
Use this data to shape local policy and investment, at least one example of changes to policy and investment.
Deadline 04/08

3.5 Develop sub-regional approaches to maximising sustainable use of the private sector - including use of 106 agreements. (North HMA and C3 HMA).
Use approaches so that tenancies are sustained - four examples of increased and sustainable use of private rented sector. **Deadline 04/08**

1.2 Develop and implement quality criteria to help commissioners judge the quality and effectiveness of jointly and singly commissioned services. (North HMA).
Use these criteria to assess 5 priority services then to shape local policy and investment. **Deadline 04/08**

4.1 Investigate opportunity then commission joint sub-regional mediation service. (North HMA).
Evidence of joint service leading to improved prevention through mediation.
Deadline 12/08

5.5 Considering the use of Offender Pathway to establish joint protocols for resettlement, move on, sustaining tenancies and planned release with local NOMS providers (probation and prisons). (North HMA, South HMA).
2 examples of the protocols or pathway improving the quality of the release planning process with specific regard to planned housing options. **Deadline 12/08**

2.5 Investigate best practice models on reducing numbers of empty properties and using this to increase options for homeless people. (North HMA).
Use this model to influence policy, practice and investment, at least two examples of policy or investment being influenced. **Deadline 12/08**

4.4 Commission joint training on priority areas for front line housing and housing advice staff. (North HMA).
Examples of reduced costs of training and new learning being put into practice.
Deadline 12/08

1.3 Develop and implement standardized data collection and monitoring systems to measure the impact and learning from county wide Homelessness Strategy (South HMA). Use this data to shape local policy and investment, at least two examples of data being used to shape policy and investment. **Deadline 07/08**

2.6 Share learning and best practice on impacts of sub-regional CBL on homeless and potentially homeless people. Two examples of policy or practice being changed. (South HMA) **Deadline 12/08**

2.7 Share learning across the region of developing and implementing shared (county wide) Homelessness Strategy. (South HMA). At least 2 examples of other areas using learning to develop cross boundary strategies if appropriate. **Deadline 12/07**

5.3 Further development of joint protocols and supporting materials for hospital and mental health service discharge. (West HMA, South HMA, C1 HMA). Evidence of improved quality of discharge planning and service user experience. **Deadline 09/08**

5.4 Set up liaison structure with mental health services, extend to a county wide setting and share best practice learning. (South HMA). One example of changed practice or procedures improving services. **Deadline 07/08**

5.5 Considering the use of Offender Pathway to establish joint protocols for resettlement, move on, sustaining tenancies and planned release with local NOMS providers (probation and prisons). (North HMA, South HMA). 2 examples of the protocols or pathway improving the quality of the release planning process with specific regard to planned housing options. **Deadline 09/08**

4.6 SMART RESULTS PLANS LOGIC CHAIN

[WestActionPlan](#)

Sub Region West

1.6 Carry out sub-regional gypsy and travellers' needs survey. (West HMA).
Use this data from the survey to shape policy and investment, at least two examples of it being used in this way. **Deadline 04/08**

1.7 Develop cross authority data sharing on key homelessness data, investigate cross boundary presenter survey. At least two examples of new data sharing being used to influence policy, procedure or practice. **Deadline 04/08**

2.8 Share best practice on resettlement of offenders and specific projects designed to improve resettlement (RESIT) , investigate the potential for wider application of similar schemes. Examples of improved quality of resettlement , and evidence of 2 examples of practice being changed or new service being developed. **Deadline 12/08**

3.6 Share best practice and extend use of protocol for work with RSLs on prevention of homelessness. At least four examples of RSLs using the protocol to develop prevention action plans. **Deadline 12/07**

4.5 Commission joint (sub-regional) Housing Market Assessment. (West HMA). One example of shared research and data being used to influence cross boundary working. **Deadline 04/08**

5.3 Develop joint protocols and supporting materials for hospital and mental health service discharge. (West HMA, South HMA,C1 HMA). Evidence of improved quality of discharge planning and service user experience. **Deadline 09/08**

5.

5.1 Smart Action Plans to Support Results Plan for HMA C1

<u>Outcome</u>	Outcome 1	Ref 1.5
<u>Result</u> -	Develop existing data base to track how homeless and potentially homeless people access and use non-housing services	
<u>Target</u> -	Use this data and analysis to shape policy and investment, at least two examples of it being used in this way. (April 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none">1. Access to data base agreed (July 2007)2. Data used to identify trends in access (Oct 2007)3. Analysis of trends and service users journey identified (Oct 2007)4. Areas for potential change identified and agreed (Dec 2007)5. Two areas for policy/practice change identified (April 2008)6. Changes made and initial evaluation made (April 2009)	
<u>Resources</u> -	Access to Birmingham data base Time to analyse data	
<u>Sub-Region leading</u> - who	C1	Gail Walters (Birmingham City Council)
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none">1. Agree access to data base2. Review current data collected3. Establish key questions to be asked of date base4. Analyse data over agreed time period5. Identify areas for potential change6. Design and implement areas for development or change7. Review changes	
<u>Reality Check</u> -	Links to Regional Homelessness Strategy Links to Supporting People Strategy Potential link to Regional Health and Well Being Strategy	
<u>Link to 8³ Themes</u>	Not a specific link to the 8 themes but does help to generate new intelligence about the service networks that support homeless or potentially homeless people	

³ See Appendix 1

<u>Outcome</u>	Outcome 2	Ref 2.1
<u>Result</u> -	Develop and test out 'critical friend' mentoring on key strategy and policy developments e.g. Homelessness Strategy reviews etc. Use this approach to improve quality and consistency of strategies across the sub-region.	
<u>Target</u> -	At least 2 examples of how strategy etc has been re-shaped (April 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. 'critical friend' option in place (Sept 2007) 2. Key officers agree to take part(Sept 2007) 3. Critical friends report being approached to discuss policy/review issues (Dec 2007) 4. Those taking part report changes/developments made as a result of 'critical friend role' (July 2008) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> - who	C1 Gemma Jones (Tamworth B.C)	
<u>Sub-Region supporting</u> - who <u>Actions</u>	None <ol style="list-style-type: none"> 1. Agree remit and role of 'critical friend' 2. Agree informal contract for 'critical friend' role 3. Start using critical friends for policy or other review support 4. Design and use simple tool to collect data on use of 'critical friend' 5. Invite those who have taken part to share evidence of effectiveness 'critical friend' role. 	
<u>Reality Check</u> -	Supports development of regional strategy	
<u>Link to 8 Themes</u>	No specific link to 8 themes	

<u>Outcome</u>	Outcome 2	Ref 2.2
<u>Result</u> -	Using the CLG Prevention tool kit to audit policy and practice and identify gaps for sub-regional action or learning. Use audit with the tool kit to bring priority areas up to best practice standard across the sub-region.	
<u>Target</u> -	At least 2 examples of improvements/changes. (July 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Agree programme for self audit ((July 2007) 2. Share data from self audit (Oct 2007) 3. Identify key areas for shared learning (Dec 2007) 4. Identity areas for joint development (Dec 2007) 5. Changes made to improve quality or maximise impact (July 2008) 	
<u>Resources</u> -	Time for reviewing policy, procedures	
<u>Sub-Region leading</u> - who	C1 Jim Crawshaw (Solihull MBC)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Agree timing for self audit/assessment 2. Agree, policy etc areas to be reviewed 3. Carry out self assessment 4. Share findings of self assessment 5. Identify areas for change or development 6. Plan and carry out changes that can be made in the area 7. Pass key findings and information on bigger changes to regional group 8. Review and report on changes made locally 	
<u>Reality Check</u> -	Links to Regional Homelessness Strategy Links to government prevention drive	
<u>Link to 8 Themes</u>	No direct link to 8 themes	

<u>Outcome</u>	Outcome 3	Ref 3.1
<u>Result</u> -	Develop and implement shared move on protocols that increase move on options.	
<u>Target</u> -	Two examples of increased access and appropriate use of move on accommodation. (Oct 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Best partners for protocols identified (Oct 2007) 2. Protocol designed and agreed (Jan 2008) 3. All agencies involved sign up to protocol (Mar 2008) 4. Key staff in agencies are aware of the protocol and how it should be applied (Mar 2008) 5. Protocol applied consistently over a 6 month basis (Sep 2008) 6. Reports on use of protocol collected and analysed (Oct 2008) 7. Access to move on accommodation increased (Oct 2008) 	
<u>Resources</u> -	Access to best practice models	
<u>Sub-Region leading</u> - who	C1 Jim Crawshaw (Solihull MBC)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Mapping of potential partnerships for protocol 2. Need for change in approach confirmed, outline base line data collated 3. Potential partners identified 4. Best practice researched 5. Protocols designed and agreed 6. Training for staff on use of protocol 7. Data collection & analysis 8. Lessons learned shared 	
<u>Reality Check</u> -	Links to Regional Homelessness Strategy Links to Regional Housing Strategy Links to Regional Supporting People Strategy	
<u>Link to 8 Themes</u>	Links to accommodation theme	

<u>Outcome</u>	Outcome 3	Ref 3.2
<u>Result</u> -	Investigate potential and need to develop and implement sub-regional nomination rights agreement. Deliver in context of CBL	
<u>Target</u> -	Two examples of these approaches being used to reduce homelessness. (March 2009)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Develop a clear picture of nominations approaches across sub-region (Oct 2007) 2. Best partners for shared work identified (Oct 2007) 3. Agreement designed (Dec 2007) 4. All agencies involved sign up to agreement (March 2008) 5. Key staff in agencies are aware of the agreement and how it should be applied (March 2008) 6. Agreement applied consistently over a 6 month basis (Sept 2008) 7. Reports on use of agreement collected and analysed (March 2009) 8. Access to move on accommodation increased (March 2009) 	
<u>Resources</u> -	Access to information on nomination rights across sub-region	
<u>Sub-Region leading</u> - who	C1 Jim Crawshaw (Solihull MBC)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Mapping existing nominations arrangements across authorities in sub-region 2. Need for change in approach confirmed, outline base line data collated 3. Potential partners identified 4. Best practice researched 5. Best practice agreements or approaches designed and agreed 6. Training for relevant staff on use of agreement 7. Agree tracking arrangements 8. Data collection & analysis 9. Lessons learned shared 	
<u>Reality Check</u> -	Supports the development of the Regional Homelessness Strategy	
<u>Link to 8 Themes</u>	Links to accommodation theme	

<u>Outcome</u>	Outcome 4	Ref 4.3
<u>Result</u> -	Investigate potential to develop joint 'night stop' scheme across the sub-region.	
<u>Target</u> -	Evidence of reduced homelessness and medium term sustainable outcomes for young people using service (December 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Best practice in 'night stop' schemes investigated (Sept 2007) 2. Level of potential need established (Sept 2007) 3. Decision on potential scheme(s) taken, including potential for shared scheme (Oct 2007) 4. Scheme (s) in place if agreed above (Sept 2008) 5. Scheme running for 6 months (March 2009) 6. Data on outcomes used to assess impact of any agreed scheme (Apr 2009) 7. Lessons learned shared with other sub-regions (May 2009) 	
<u>Resources</u> -	Access to information on best practice on 'night stop' schemes Access to data potential usage	
<u>Sub-Region leading</u> - who	C1	David Whittaker (Lichfield DC)
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Establish best practice models 2. Establish current level of need, potential usage, potential for share scheme 3. Identify resources in each partner 4. Identify base line data current impact on young people e.g. numbers in temp accommodation. 5. Design approach or scheme 6. Set up and scheme including data collection 7. Review scheme performance 8. Review service users experiences 9. Report on findings 	
<u>Reality Check</u> -	Supports Regional Homelessness Strategy Links to CLG focus on young people and reduction of use of B & B etc Links to prevention initiatives	
<u>Link to 8 Themes</u>	Link to themes on Children, families and relationships	

<u>Outcome</u>	Outcome 5	Ref 5.3
<u>Result</u> -	Develop joint protocols and supporting materials for hospital and mental health service discharge.	
<u>Target</u> -	Evidence of improved quality of discharge planning and service user experience. (Sept 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Key personnel in health and social care providers and commissioners agree to develop/adapt protocol (Sept 2007) 2. All relevant agencies involved sign up to protocol (Dec 2007) 3. Key staff in agencies are aware of the protocol and how it should be applied (Dec 2007) 4. Protocol applied consistently over a 6 month basis (June 2008) 5. Reports by service users and staff of improved quality of discharge (Sept 2008) 	
<u>Resources</u> -	Access to existing protocols and learning from other areas	
<u>Sub-Region leading</u> - who	C1	Jim Crawshaw (Solihull MBC)
<u>Sub-Region supporting</u> - Who	Links to South HMA and West HMA	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Identify the key agencies and people to talk to in health social care 2. Investigate need for protocol with key people 3. Review existing protocols in the area 4. Review protocols developed in other sub-regions 5. Meet with local agencies to agree best fit protocol locally 6. Agree implementation approach 7. Track results of the use of the protocol inc talking to service users 8. Make any changes required to protocol based on feedback 	
<u>Reality Check</u> -	<p>Links to the West Midlands Regional Health and Well Being Strategy (draft)</p> <p>Links to national service framework for mental health services</p> <p>Links to national strategy direction on hospital discharge</p>	
<u>Link to 8 Themes</u>	Specific link to the themes on mental and physical health, finance benefits and debt	

5.2 Smart Action Plans to Support Results Plan for HMA C2

<u>Outcome</u>	Outcome 2	Ref 2.3
<u>Result</u> -	Share best local practice on support to survivors of domestic violence including sanctuary schemes. Use this information and learning to shape policy and investment across the sub-region.	
<u>Target</u> -	Two examples of policy or investment being influenced. (December 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Launch of Coventry 'sanctuary scheme' June 2007 attended by other authorities 2. Neighbouring local authorities and providers attend briefing session (Sept 07) 3. Local authorities have used the briefing material and contacts to shape their own services and plans (Mar 08) 4. Local authorities have used learning from Coventry scheme to shape their service development (Dec 08) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> -	C2	
who	Catherine Ewing (Coventry C C)	
<u>Sub-Region supporting</u> -	None	
who		
<u>Actions</u>	<ol style="list-style-type: none"> 1. Launch organised 2. Briefing material prepared 3. Neighbouring authorities contacted and briefing sessions booked 4. Progress and learning material developed and shared with neighbouring authorities 5. Maintain contact with those that have received material and carry out periodic check on how material has been used 6. Encourage neighbouring authorities to report any changes or developments they have made as a result of the briefings etc 	
<u>Reality Check</u> -	Supports development of regional strategies for community cohesion & safety, health, and reduction of domestic violence.	
<u>Link to 8 Themes</u>	Links to themes: Children, families and relationships; Safer and stronger communities; Mental and physical health.	

<u>Outcome</u>	Outcome 2	Ref 2.4
<u>Result</u> -	Share best practice on effective approaches to prevention; develop best practice digest. Use this information and learning to shape policy, practice and investment	
<u>Target</u> -	Two examples of policy or investment being influenced. (December 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Information on best practice collated from local, regional and national sources (Oct 2007) 2. Digest developed and shared across sub-region and region (Dec 2007) 3. Other sub-regions contribute material for the digest (Dec 2007) 4. Regional partners report they are using the digest (Mar 08) 5. Prevention manual developed (June 2008) 6. Number of hits on any web based digest audited (June 2008) 7. Local providers and neighbouring authorities attend briefing session on prevention (Sept 2008) 8. Reports of changes to policy, practice, investment as a result of intelligence gleaned from the digest. (Dec 2008) 	
<u>Extra Resources</u> -	<p>Time to collate best practice and peer review</p> <p>Access to web hosting facility</p>	
<u>Sub-Region leading</u> - who	C2 Catherine Ewing (Coventry C C)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Establish best formats for digest 2. Collate and peer review evidence of best practice 3. Set up web based digest (if applicable) 4. Promote and publicise digest across region 5. Assess potential usage of 'prevention manual' 6. Set up and run briefing session for providers and local authorities 7. Seek feedback from across the region on the way in which the digest was used and its impact 8. Redesign digest and manual if required 	
<u>Reality Check</u> -	Supports the major drive towards prevention across Local Authorities; link with Housing Corporation strategy for each RSL to have prevention strategy.	
<u>Link to 8 Themes</u>	Potential link to all 8 themes in the framework	

<u>Outcome</u>	Outcome 3	Ref 3.3
<u>Result</u> -	Develop shared approach to working with private sector e.g. cross authority deposit schemes. Incorporate and share learning from Local Housing Allowance pilot.	
<u>Target</u> -	Two examples of joint work increasing access to sustainable private rented stock. (Dec 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Existing learning from similar work in region and from other areas shared (Sept 2007) 2. Authorities identify low risk and easy to implement approaches (Sept 2007) 3. Cross authority agreement to prototype practical approaches (Dec 2007) 4. Private sector landlords willing to take tenants through cross boundary routes (Mar 2008) 5. Increased use of private sector in and across local authority boundaries (July 2008) 6. Increased rates of vulnerable groups sustaining tenancies (Dec 2008) 7. Learning shared across the region (Dec 2008) 	
<u>Resources</u> -	<p>Involvement of other sub-regional leads</p> <p>Access to existing resources for rent deposit etc</p>	
<u>Sub-Region leading</u> - who	C2 Catherine Ewing (Coventry C C)	
<u>Sub-Region supporting</u> - who	Link to result for North HMA and for C3 HMA	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Identify current practice in the sub-region 2. Collect and review any existing data on approaches and their results 3. Collect baseline data on current usage of private sector and sustainability 4. Develop prototype approaches with neighbouring authorities and relevant sub-regional leads 5. Make contact with reliable/ accredited local landlords and invite their participation 6. Set up data tracking for prototype e.g. numbers using scheme, sustainability 7. Start prototype and run for 6 months 8. Report on any learning and results 	
<u>Reality Check</u> -	This result supports changes to the way in which HB maybe administered in the future.	
<u>Link to 8 Themes</u>	Link to themes on: Accommodation, safer and stronger communities, finance, benefits and debt	

<u>Outcome</u>	Outcome 3	Ref 3.4
<u>Result</u> -	Develop sub-regional on-line homelessness directory.	
<u>Target</u> -	2 examples of directory helping organisations to align services and improve access. (June 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Neighbouring authorities and service providers agree to data being available on-line (July 2007) 2. Online directory design agreed (Oct 2007) 3. Online directory goes live (Oct 2007) 4. Staff from variety of agencies are accessing directory to help sign post customers to best services (Mar 2008) 5. Service users are using directory to make decisions about which services to contact (Mar 2008) 6. Service users Customers report improved joining up between services (June 2008) 7. Service providers and authorities report increased alignment (June 2008) 	
<u>Resources</u> -	Build on existing Coventry system Time to collate information from sub-regional partners	
<u>Sub-Region leading</u> -	C2	
who	Catherine Ewing (Coventry C C)	
<u>Sub-Region supporting</u> -	None	
who		
<u>Actions</u>	<ol style="list-style-type: none"> 1. Agree data and information to be available through directory 2. Set key baselines for assessing impact 3. Set up directory on existing platform 4. Publicise directory 5. Track numbers using directory 6. Track how directory has been used 7. Review of service user perspectives on info etc 8. Review with local partners on changes created 9. Share results with sub-regional partners and redesign if needed 	
<u>Reality Check</u> -	Supports development of regional strategy, possible link to e-government initiatives, link to regional offender resettlement pathway	
<u>Link to 8 Themes</u>	No specific link to 8 themes	

5.3 Smart Action Plans to Support Results Plan for HMA C3

<u>Outcome</u>	Outcome 1	Ref 1.6
<u>Result</u> -	Carry out a whole sub-regional presenter survey in an agreed time frame, analyse the data on a local and sub-regional basis. Use this data and analysis to shape policy and investment	
<u>Target</u> -	At least two examples of it being used in this way. (April 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Outline proposal with options (July 2007) 2. All partners in sub – region have agreed timeframe and agencies involved in presenter survey (Sept 2007) 3. Presenter survey format updated and key staff briefed in its use (Oct 2007) 4. Survey completed (Dec 2007) 5. Data analysed and shared with partners (Jan 2007) 6. Learning from process shared across region (April 2008) 7. Data from survey used to shape changes in policy (April 2008) 	
<u>Resources</u> -	Presenter survey template Data analysis	
<u>Sub-Region leading</u> - who	C3 Andrea Potts (Walsall M B C)	
<u>Sub-Region supporting</u> - who	Possible link to C1	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Review and up date presenter survey template used in Telford, Dudley & Worcester 2. Agree timing for survey and agencies involved 3. Agree and design training required by agencies filling in survey 4. Carry out survey 5. analyse data 6. identify areas for potential change in practice, policy etc 7. report to sub-region 8. report to RHSIG 	
<u>Reality Check</u> -	Links to Regional Strategy	
<u>Link to 8 Themes</u>	No direct link to the 8 themes but will provide useful information on how non-housing services are contributing to the journey homeless or potentially homeless people are making in the region.	

<u>Outcome</u>	Outcome 3	Ref 3.6
<u>Result</u> -	Develop sub-regional approaches to maximising sustainable use of the private sector - including use of 106 agreements. Use approaches so that tenancies are sustained.	
<u>Target</u> -	Four examples of increased and sustainable use of private rented sector. (December 2008).	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Picture of current usage of private sector, including landlord forums , accreditation, bond schemes established (July 2007) 2. Review best practice of use of private sector (link to North HMA) (Sept 2007) 3. Agree best approaches for the sub-region (Dec 2007) 4. Private sector approach in place (Mar 2008) 5. Schemes approaches reviewed (Sept 2008) 6. Examples of practice shared with region (Sept 2008) 	
<u>Resources</u> -	Access to best practice material from other sub-regions	
<u>Sub-Region leading</u> - who	C3	Andrea Potts (Walsall M B C)
<u>Sub-Region supporting</u> - who	Links to North HMA	Neil Morland
<u>Actions</u>	<ol style="list-style-type: none"> 1. Identify current usage through light touch review with housing colleagues 2. Identify current schemes e.g. rent deposit etc 3. Link to North HMA 4. Identify key private sector partners 5. Design and pilot scheme/approach to working with private sector 6. Review impact of scheme/approach 7. Share learning across the region 	
<u>Reality Check</u> -	This links to the Regional Homelessness Strategy	
<u>Link to 8 Themes</u>	Links to accommodation theme	

<u>Outcome</u>	Outcome 4	Ref 4.2
<u>Result</u> -	Commission sub-regional approach to service user involvement, including development of peer researchers.	
<u>Target</u> -	Two examples of service/approach in place and intelligence from service users - being used to shape policy, practice and investment. (September 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Partners agree to a shared approach to service user involvement (Oct 2007) 2. Design for shared approach agreed and resources identified (Feb 2008) 3. Host authority or agency agreed (Feb 2008) 4. Peer researchers recruited and trained (April 2008) 5. Service users involved in first consultation exercise (July 2008) 6. Lessons learned shared and any changes to approach implemented (Sept 2008) 7. Further consultations carried out (Jan 2009) 	
<u>Resources</u> -	Investment from authorities to a central user focused consultation scheme.	
<u>Sub-Region leading</u> - who	C3	Andrea Potts (Walsall M B C)
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Light touch audit of current arrangements 2. Review best practice in peer lead consultation 3. Design and agree sub-regional approach 4. Secure funding 5. Agree work programme of consultations etc 6. Set up scheme 7. Carry out first consultation and report on lessons learned 8. Review scheme 	
<u>Reality Check</u> -	There is no specific link to the regional strategy but developing effective user consultation is a key part of many government initiatives and will provide useful intelligence for future development	
<u>Link to 8 Themes</u>	No specific link to the 8 themes	

<u>Outcome</u>	Outcome 5	Ref 5.1
<u>Result</u> -	Link to the City Region - City Strategy Pathfinder so that homeless and potentially homeless people are accessing bespoke training and personal support to enter sustainable employment and to progress in the workplace.	
<u>Target</u> -	Two examples of Neighbourhood and Employment Skills Action Plans (NESP'S) including homeless or potentially homeless people within the target caseload. (December 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Priority geographical areas agreed (Dec 2007) 2. Approaches to targeting homeless people agreed (March 2008) 3. First cohort of homeless or potentially homeless people are accessing training and personal support (July 2008) 4. Review impact of programme on first cohort (Dec 2008) 5. Learning shared with region and programme adjusted as needed (March 2009) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> - who	C3	Andrea Potts (Walsall M B C)
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Link with those drafting NESP'S 2. Identify best practice approaches to targeting homeless or potentially homeless people 3. Agree key geographical areas to be focused on in sub-region 4. Share local knowledge on target communities with Pathfinders 5. Agree shared approach to targeting 6. Test out and review approaches 7. Review impact of approach with service users 8. Share learning across region 	
<u>Reality Check</u> -	<p>Indirect link to Regional Strategy</p> <p>Link to NOMS Offender Resettlement Pathway</p>	
<u>Link to 8 Themes</u>	Link to Education, skills and employment theme	

<u>Outcome</u>	Outcome 5	Ref 5.2
<u>Result</u> -	Develop Business links to develop work placements for homeless/potentially homeless people. Including work placements with local authority employers.	
<u>Target</u> -	Two examples of employers offering work placements. (September 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Local employers willing to take part identified (March 2008) 2. Local authority partners willing to take part identified (March 2008) 3. Prototype approach agreed with participants (July 2008) 4. Homeless or potentially homeless people recruited to test out approach (Sept 2008) 5. First placements successfully completed (Dec 2008) 6. Review of impact of scheme (Mar 2009) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> -	C3	
who	Andrea Potts (Walsall M B C)	
<u>Sub-Region supporting</u> -	None	
who		
<u>Actions</u>	<ol style="list-style-type: none"> 1. links to local employers 2. identify local employers who work across LA boundaries 3. identify local champions etc 4. design scheme based on best practice 5. link to local service providers to identify homeless people who want to take part 6. recruit potential people to take part 7. review schemes impact including service user views 8. share learning with partners and across the region 	
<u>Reality Check</u> -	<p>Indirect link to Regional Homelessness Strategy does create potential links with private sector employers which could help to generate sustainable networks for homeless people</p> <p>Link to NOMS Offender Resettlement Pathway</p>	
<u>Link to 8 Themes</u>	Link to Education, skills and employment theme	

5.4 Smart Action Plans to Support Results Plan for HMA NORTH

<u>Outcome</u>	Outcome 1	Ref 1.1
<u>Result</u> -	Develop robust data and intelligence about the nature and extent of rural homelessness. Investigate best practice in prevention of rural homelessness. Use this data to shape local policy and investment.	
<u>Target</u> -	One example of changes to policy and/or investment. (April 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Sub-region lead has agreed key questions to be investigated with relevant partners 2. Work agreed to deliver new intelligence in at least one area of the sub-region 3. Work completed and shared with other neighbouring authorities with rural areas in their boundaries 4. Lessons from investigation and report are used to influence policy, investment or practice in at least one major area of work e.g. choice based lettings policy 	
<u>Resources</u> -	Investment in consultant to carry out review and mapping in one area (Stafford BC)	
<u>Sub-Region leading</u> -	North HMA	
<u>who</u>	Mac McCoig (Stafford B C)	
<u>Sub-Region supporting</u> -	None	
<u>who</u>		
<u>Actions</u>	<ol style="list-style-type: none"> 1. Agree remit for project 2. Appoint consultant to carry our project 3. Consultant provides regular updates to the sub-region 4. Report and briefing prepared for sub-region 5. Evidence of changes in policy, etc tracked and reported 	
<u>Reality Check</u> -	Supports the development of the strategy and may have implications for rural renaissance and community cohesion strategy	
<u>Link to 8 Themes</u>	No specific link to the 8 themes	

<u>Outcome</u>	Outcome 1	Ref 1.2
<u>Result</u> -	Develop and implement quality criteria to help commissioners judge the quality and effectiveness of jointly and singly commissioned services	
<u>Target</u> -	Use these criteria to assess 5 priority services then to shape local policy and investment. (April 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Sub-regional partners agree set of quality criteria (Sep 2007) 2. Criteria prototyped and adjusted (Oct 2007) 3. 5 priority services reviewed using criteria (April 2008) 4. Lessons learned and impacts of review shared (April 2008) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> - who	North HMA	
<u>Sub-Region supporting</u> - who	TBC (East Staffordshire B C)	
<u>Actions</u>	None	
	<ol style="list-style-type: none"> 1. Identify best practice 2. Agree criteria with sub-regional partners 3. Agree shortlist of services to review 4. Carry out reviews 5. Share learning and track impacts 6. Draft briefing note for Regional Partners 	
<u>Reality Check</u> -	Links to Regional Homelessness Strategy	
<u>Link to 8 Themes</u>	No specific link to 8 themes	

<u>Outcome</u>	Outcome 2	Ref 2.5
<u>Result</u> -	Investigate best practice models on reducing numbers of empty properties and using this to increase options for homeless people. Use this model to influence policy, practice and investment.	
<u>Target</u> -	At least two examples of policy or investment being influenced. (December 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Best practice in context of sub-region agreed (Sep 2007) 2. Estimate of number of empty properties agreed (Dec 2007) 3. Recommendations for actions agreed and disseminated by sub-regional group (Jan 2008) 4. Key partners sign up to actions suggested (Mar 2008) 5. Initial review of actions and impact completed and shared (Dec 2008) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> -	North HMA	
who	Neil Morland (Stoke C C)	
<u>Sub-Region supporting</u> -	None	
who		
<u>Actions</u>	<ol style="list-style-type: none"> 1. Establish best practice 2. Review existing data on empty properties 3. Review in context of RENEW programme 4. Workshop run to design and agree outline actions 5. Briefing session/lobbying with key partners 6. Draft action plan (if required) 7. Track actions and review impact 	
<u>Reality Check</u> -	Links to Regional Homelessness Strategy Links to Housing Corporations Strategy Links to CLG initiatives	
<u>Link to 8 Themes</u>	Links to accommodation theme	

<u>Outcome</u>	Outcome 3	Ref 3.5
<u>Result</u> -	Develop sub-regional approaches to maximising sustainable use of the private sector - including use of 106 agreements. Use approaches so that tenancies are sustained.	
<u>Target</u> -	Four examples of increased and sustainable use of private rented sector. (April 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Picture of current usage of private sector established (Sept 2007) 2. Review best practice of use of private sector (link to C3 HMA) (Sept 2007) 3. Agree best approaches for the sub-region (Dec 2007) 4. Potential 106 agreements mapped (Dec 2007) 5. Private sector approach in place (Mar 2008) 6. Schemes approaches reviewed (Sept 2008) 7. Examples of practice shared with region (Sept 2008) 	
<u>Resources</u> -	Access to best practice material from other sub-regions	
<u>Sub-Region leading</u> - who	North HMA Neil Morland (Stoke C C)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Identify current usage through light touch review with housing colleagues 2. Identify current schemes e.g. rent deposit etc 3. Link to C3 HMA 4. Identify key private sector partners 5. Map current usage of section 106 in sub region (if appropriate) 6. Design and implement scheme/approach to working with private sector 7. Review impact of scheme/approach 8. Share learning across the region 	
<u>Reality Check</u> -	This links to the Regional Homelessness Strategy	
<u>Link to 8 Themes</u>	Links to accommodation theme	

<u>Outcome</u>	Outcome 4	Ref 4.1
<u>Result</u> -	Investigate opportunity then commission joint sub-regional mediation service.	
<u>Target</u> -	Evidence of joint service leading to improved prevention through mediation. (December 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Existing provision established and gaps agreed (Sep 2007) 2. Sub-regional partners agree to shared approach (Dec 2007) 3. Resources identified and service specification agreed (Mar 2008) 4. Service jointly commissioned and operational (July 2008) 5. First ¼ evidence analysed and initial results confirmed – reduction in homelessness evidenced (Dec 2008) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> -	North HMA	
<u>who</u>	Karen Bates (Staffordshire Moorlands D C)	
<u>Sub-Region supporting</u> -	None	
<u>who</u>		
<u>Actions</u>	<ol style="list-style-type: none"> 1. Audit (light touch) of existing mediation services in situ, gaps identified etc 2. Outline of joint approach discussed and refined by sub-regional partners 3. Sub-regional partners agree joint approach and identify resources for scheme 4. Tender or similar process organised and run 5. Service provider selected 6. Monitoring agreed and in place 7. Analysis of data including returns from sub-regional partners 	
<u>Reality Check</u> -	Links to Regional Homelessness Strategy Links to CLG prevention agenda	
<u>Link to 8 Themes</u>	Links to Children, families and relationships theme	

<u>Outcome</u>	Outcome 4	Ref 4.4
<u>Result</u> -	Commission joint training on priority areas for front line housing and housing advice staff.	
<u>Target</u> -	Examples of reduced costs of training and new learning being put into practice. (December 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Areas for joint training agreed (Sep 2007) 2. Resources for training identified and agreed (Dec 2007) 3. Plans for joint training agreed (Dec 2007) 4. First joint training completed (Mar 2008) 5. Impact of training tracked in practice and reported to sub-regional partners (Dec 2008) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> - who	North HMA Caroline Able, Sarah Trivett (Newcastle under Lyme B C)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Review current training 2. Agree key areas for joint training and partners 3. Partners for joint training signed up 4. Plan for training in place 5. Set up tracking and review of training 6. Report on tracking 	
<u>Reality Check</u> -	Links to Regional Homelessness Strategy	
<u>Link to 8 Themes</u>	No specific link to 8 themes	

<u>Outcome</u>	Outcome 5	Ref 5.5
<u>Result</u> -	Considering the use of Offender Pathway to establish joint protocols for resettlement, move on, sustaining tenancies and planned release with local NOMS providers (probation and prisons).	
<u>Target</u> -	Two examples of the protocols or pathway improving the quality of the release planning process with specific regard to planned housing options. (December 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Links to NOMS established (Sept 2007) 2. Existing practice and procedure reviewed and updated in line with relevant pathways (Dec 2007) 3. Protocols and pathways agreed and in place (Jan 2008) 4. Relevant staff briefed and using new protocols and pathways (March 2008) 5. New protocols and pathways reviewed, impact on resettlement identified and lessons learned shared (Sept 2008) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> - who	North HMA Mac McCoig (Stafford B C)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Identify key personnel in NOMS and make contact 2. Joint light touch review of current practice and areas for improvement 3. Set up workshop or process for agreeing new protocols or pathways 4. Set up and run briefing event for staff that will use new approach 5. Review impact of practice 6. Implement any changes needed following review and share best practice 	
<u>Reality Check</u> -	<p>Supports the Regional Homelessness Strategy</p> <p>Links to the Resettlement Pathway (NOMS)</p> <p>Link to the Housing Corporation Strategy</p>	
<u>Link to 8 Themes</u>	No specify link to any one theme but supports the overall approach of the 8 themes	

5.5 Smart Action Plans to Support Results Plan for HMA SOUTH

<u>Outcome</u>	Outcome 1	Ref 1.3
<u>Result</u> -	Develop and implement standardized data collection and monitoring systems to measure the impact and learning from county wide Homelessness Strategy.	
	Use this data to shape local policy and investment.	
<u>Target</u> -	At least two examples of data being used to shape policy and investment. (July 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Current data capture reviewed and new approach agreed (Sept 2007) 2. New data collection procedures in place (Dec 2007) 3. First data reviewed and learning shared in sub-region (April 2008) 4. Key changes identified and plans for change in place (July 2008) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> -	South HMA	
who	Matthew Bough (Redditch B C)	
<u>Sub-Region supporting</u> -	None	
who		
<u>Actions</u>	<ol style="list-style-type: none"> 1. Review current data capture and areas for shared approaches or common data set collection 2. Design and agree new data collection and sharing arrangements 3. Implement data collection 4. Review first tranche of data 5. Analyse and identify learning and areas for policy, practice change 6. Develop plans for change identified in data review and implement 	
<u>Reality Check</u> -	Linked to Regional Strategy	
	Linked to sub-regional CBL pilot	
<u>Link to 8 Themes</u>	No specific link to the 8 themes	

<u>Outcome</u>	Outcome 2	Ref 2.6
<u>Result</u> -	Share learning and best practice on impacts of sub-regional CBL on homeless and potentially homeless people.	
<u>Target</u> -	Two examples of policy or practice being changed. (December 2008.)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Initial lessons learned briefing made available to regional partners (April 2008) 2. Other sub-regions report having discussed the sub-regional CBL pilot and its applicability in their area(July 2008) 3. Second lessons learned briefing made available to regional partners (Oct 2008) 4. Other sub-regions report on how they have used this information to shape policy and developments in their sub-region 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> -	South HMA	
who	Matthew Bough (Redditch B C)	
<u>Sub-Region supporting</u> -	None	
who		
<u>Actions</u>	<ol style="list-style-type: none"> 1. Draft lessons learned briefing note 2. Share learning at RHSIG 3. Circulate or web post the briefing note 4. Follow up with sub-regional leads to establish if the material has been discussed and has shaped thinking and practice 	
<u>Reality Check</u> -	Supports the implementation of the Regional Strategy	
<u>Link to 8 Themes</u>	Link to Accommodation theme	

<u>Outcome</u>	Outcome 2	Ref 2.7
<u>Result</u> -	Share learning across the region of developing and implementing shared (county wide) Homelessness Strategy.	
<u>Target</u> -	At least 2 examples of other areas using learning to develop cross boundary strategies if appropriate. (December 2007)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Lessons learned paper drafted and shared with regional partners (Sept 2007) 2. Other sub-regions report having discussed the cross boundary approach and its applicability in their area(Dec 2007) 3. Examples of sub-regions planning to adopt either part or all of the cross boundary approach (Dec 2007) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> - who	South HMA Matthew Bough (Redditch B C)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Draft lessons learned briefing note 2. Share learning at RHSIG 3. Circulate or web post the briefing note 4. Follow up with sub-regional leads to establish if the material has been discussed and has shaped thinking and practice 	
<u>Reality Check</u> -	Supports the implementation of the Regional Strategy	
<u>Link to 8 Themes</u>	No direct link to the 8 themes	

<u>Outcome</u>	Outcome 5	Ref 5.3
<u>Result</u> -	Further development of joint protocols and supporting materials for hospital and mental health service discharge.	
<u>Target</u> -	Evidence of improved quality of discharge planning and service user experience. (Sept 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Key personnel in health and social care providers and commissioners agree to develop/adapt protocol (Sept 2007) 2. All relevant agencies involved sign up to protocol (Dec 2007) 3. Key staff in agencies are aware of the protocol and how it should be applied (Dec 2007) 4. Protocol applied consistently over a 6 month basis (June 2008) 5. Reports by service users and staff of improved quality of discharge (Sept 2008) 	
<u>Resources</u> -	Access to existing protocols and learning from other areas	
<u>Sub-Region leading</u> - who	South HMA	Matthew Bough (Redditch B C)
<u>Sub-Region supporting</u> - Who	Links to C1 and West HMA	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Identify the key agencies and people to talk to in health social care 2. Investigate need for protocol with key people 3. Review existing protocols in the area 4. Review protocols developed in other sub-regions 5. Meet with local agencies to agree best fit protocol locally 6. Agree implementation approach 7. Track results of the use of the protocol inc talking to service users 8. Make any changes required to protocol based on feedback 	
<u>Reality Check</u> -	<p>Links to the West Midlands Regional Health and Well Being Strategy (draft)</p> <p>Links to national service framework for mental health services</p> <p>Links to national strategy direction on hospital discharge</p>	

Link to 8
Themes

Specific link to the themes on mental and physical health,
finance benefits and debt

<u>Outcome</u>	Outcome 5	Ref 5.4
<u>Result</u> -	Set up liaison structure with mental health services, extend to a county wide setting and share best practice learning.	
<u>Target</u> -	One example of changed practice or procedures improving services. (July 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Key partners identified and agree to take part in liaison structure (Sept 2007) 2. Terms of reference and measures for effectiveness of liaison group agreed (Dec 2007) 3. Review of initial impact of liaison group completed and data analysed (April 2008) 4. Lessons learned and data on improvements in practice and user experiences reported to regional partners (June 2008) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> -	South HMA	
who	Matthew Bough (Redditch B C)	
<u>Sub-Region supporting</u> -	None	
who		
<u>Actions</u>	<ol style="list-style-type: none"> 1. Identify key partners 2. Agree terms of reference 3. Agree measures that can be used to judge effectiveness 4. Review practice of group and impact on service users 5. Identify lessons learned and areas for practice change 6. Plan and implement changes to practice and policy 	
<u>Reality Check</u> -	<p>Links to the West Midlands Regional Health and Well Being Strategy (draft)</p> <p>Links to national service framework for mental health services</p> <p>Links to national strategy direction on hospital discharge</p>	
<u>Link to 8 Themes</u>	Specific link to the theme mental and physical health	

<u>Outcome</u>	Outcome 5	Ref 5.5
<u>Result</u> -	Considering the use of Offender Pathway to establish joint protocols for resettlement, move on, sustaining tenancies and planned release with local NOMS providers (probation and prisons).	
<u>Target</u> -	Two examples of the protocols or pathway improving the quality of the release planning process with specific regard to planned housing options. (September 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Links to NOMS established (Sept 2007) 2. Existing practice and procedure reviewed and updated inline with relevant pathways (Dec 2007) 3. Protocols and pathways agreed and in place (Jan 2008) 4. Relevant staff briefed and using new protocols and pathways (March 2008) 5. New protocols and pathways reviewed, impact on resettlement identified and lessons learned shared (Sept 2008) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> - who	South HMA Matthew Bough (Redditch B C)	
<u>Sub-Region supporting</u> - who	Links to North HMA	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Identify key personnel in NOMS and make contact 2. Joint light touch review of current practice and areas for improvement 3. Set up workshop or process for agreeing new protocols or pathways 4. Set up and run briefing event for staff that will use new approach 5. Review impact of practice 6. Implement any changes needed following review and share best practice 	
<u>Reality Check</u> -	<p>Supports the Regional Homelessness Strategy</p> <p>Links to the Resettlement Pathway (NOMS)</p> <p>Link to the Housing Corporation Strategy</p>	
<u>Link to 8 Themes</u>	No specific link to any one theme but supports the overall approach of the 8 themes	

5.6 Smart Action Plans to Support Results Plan for HMA WEST

<u>Outcome</u>	Outcome 1	Ref 1.7
<u>Result</u> -	Carry out sub-regional gypsy and travellers' needs survey. Use this data from the survey to shape policy and investment	
<u>Target</u> -	At least two examples of it being used to shape practice, policy or investment. (April 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Terms of reference for the needs survey agreed (July 2007) 2. Review completed and findings shared in the sub - region (Dec 2007) 3. Lessons learned and key findings shared with regional partners (Jan 2008) 4. Recommendations from the review being acted upon and evidence of change collected (April 2008) 	
<u>Resources</u> -	Joint investment in cost of review	
<u>Sub-Region leading</u> - who	West HMA Ceri Vaughan-Jones (Shropshire Homelessness Strategy Implementation Co-ordinator, Shropshire & Herefordshire Housing Officers Group) & Tara Roche (Herefordshire C C)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Set terms of reference for the review 2. Agree the team to carry out review 3. Track progress of review 4. Identify lessons learned and key findings to share with regional partners 5. Track evidence of change to practice, policy or investment 	
<u>Reality Check</u> -	Links to the Regional Homelessness Strategy	
<u>Link to 8 Themes</u>	No direct link to the 8 themes	

<u>Outcome</u>	Outcome 1	Ref 1.9
<u>Result</u> -	Develop cross authority data sharing on key homelessness data, investigate cross boundary presenter survey.	
<u>Target</u> -	At least two examples of new data sharing being used to influence policy, procedure or practice. (April 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Data set for cross authority sharing agreed (Sep 2007) 2. First ¼ data shared (Jan 2008) 3. Evidence of data influencing policy, practice or procedure captured and shared (April 2008) 4. Joint presenter survey considered (April 2008) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> - who	West HMA Ceri Vaughan-Jones (Shropshire Homelessness Strategy Implementation Co-ordinator, Shropshire & Herefordshire Housing Officers Group) & Tara Roche (Herefordshire C C)	
<u>Sub-Region supporting</u> - who	Possible link to C3 HMA	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Agree data set to be shared 2. Agree time frame for joint approach 3. Analysis of first ¼ data 4. Briefing paper for sub-regional partners as themes, issues etc from data 5. Track how this evidence is used – light touch review of its impact on policy etc 6. Discuss and agree on any shared presenter survey. 	
<u>Reality Check</u> -	Links to Regional Homelessness Strategy	
<u>Link to 8 Themes</u>	No specific link to the 8 themes	

<u>Outcome</u>	Outcome 2	Ref 2.8
<u>Result</u> -	Share best practice on resettlement of offenders and specific projects designed to improve resettlement (RESIT), investigate the potential for wider application of similar schemes.	
<u>Target</u> -	Examples of improved quality of resettlement and evidence of 2 examples of practice being changed or new service being developed. (December 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Best practice for RESIT project established (Sep 2007) 2. Cross authority briefing sessions held and lessons learned shared (Dec 2007) 3. Areas for development or change identified (Dec 2007) Sub-regional partners report change in their approach to resettlement based on lessons (June 2008) 4. Examples of improved experiences and resettlement reported (Oct 2008) 5. If relevant new service options in place (Dec 2008) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> - who	West HMA Ceri Vaughan-Jones (Shropshire Homelessness Strategy Implementation Co-ordinator, Shropshire & Herefordshire Housing Officers Group) & Tara Roche (Herefordshire C C)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Identify best practice 2. Prepare and run briefing sessions on best practice 3. Investigate with sub-regional partners areas for change etc 4. Monitor and report on planned changes 5. Carry out light touch review of impact of changes, including experiences of service users 	
<u>Reality Check</u> -	Links to Regional Homelessness Strategy Links to NOMS Resettlement Pathway Links to Housing Corporations Homelessness Strategy	
<u>Link to 8 Themes</u>	Supports all 8 themes	

<u>Outcome</u>	Outcome 3	Ref 3.6
<u>Result</u> -	Share best practice and extend use of protocol for work with RSLs on prevention of homelessness.	
<u>Target</u> -	At least four examples of RSLs using the protocol to develop prevention action plans. (December 2007)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. RSLs sign up to use of protocol (Sep 2007) 2. Evidence that protocols have influenced RSL who have developed prevention action plans (Dec 2007) 	
<u>Resources</u> -	None	
<u>Sub-Region leading</u> - who	West HMA Ceri Vaughan-Jones (Shropshire Homelessness Strategy Implementation Co-ordinator, Shropshire & Herefordshire Housing Officers Group) & Tara Roche (Herefordshire C C)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Identify and make contact with RSLs not currently using protocol 2. Arrange and run suitable briefing sessions/material for RSLs 3. Track use of the protocol and request RSLs to provide evidence of its use 4. Share lessons learned with Regional partners 	
<u>Reality Check</u> -	Links to Regional Homelessness Strategy Links to Housing Corporation Homelessness Strategy	
<u>Link to 8 Themes</u>	Links to Accommodation theme	

<u>Outcome</u>	Outcome 4	Ref 4.5
<u>Result</u> -	Commission joint (sub-regional) Housing Market Assessment.	
<u>Target</u> -	One example of shared research and data being used to influence cross boundary working. (April 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Terms of reference for Housing Market Assessment agreed (Sep 2007) 2. Work on assessment begins (Sep 2007) 3. Housing Market Assessment complete and cross boundary issues identified (April 2008) 4. Recommendations for appropriate cross boundary actions agreed (April 2008) 5. Lessons learned shared with Regional partners 	
<u>Resources</u> -	Joint investment in Housing Market Assessment	
<u>Sub-Region leading</u> - who	West HMA Ceri Vaughan-Jones (Shropshire Homelessness Strategy Implementation Co-ordinator, Shropshire & Herefordshire Housing Officers Group) & Tara Roche (Herefordshire C C)	
<u>Sub-Region supporting</u> - who	None	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Agree terms of reference for assessment 2. Let contract 3. Monitor progress of assessment 4. Identify lessons learned and share with RHSIG 5. Act on any shared/cross border recommendations 	
<u>Reality Check</u> -	Links to Regional Homelessness Strategy	
<u>Link to 8 Themes</u>	Links to Accommodation theme	

<u>Outcome</u>	Outcome 5	Ref 5.3
<u>Result</u> -	Develop joint protocols and supporting materials for hospital and mental health service discharge.	
<u>Target</u> -	Evidence of improved quality of discharge planning and service user experience. (Sept 2008)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Key personnel in health and social care providers and commissioners agree to develop/adapt protocol (Sept 2007) 2. All relevant agencies involved sign up to protocol (Dec 2007) 3. Key staff in agencies are aware of the protocol and how it should be applied (Dec 2007) 4. Protocol applied consistently over a 6 month basis (June 2008) 5. Reports by service users and staff of improved quality of discharge (Sept 2008) 	
<u>Resources</u> -	Access to existing protocols and learning from other areas	
<u>Sub-Region leading</u> - who	West HMA Ceri Vaughan-Jones (Shropshire Homelessness Strategy Implementation Co-ordinator, Shropshire & Herefordshire Housing Officers Group & Tara Roche (Herefordshire C C)	
<u>Sub-Region supporting</u> - Who	Links to South HMA and C1 HMA	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Identify the key agencies and people to talk to in health social care 2. Investigate need for protocol with key people 3. Review existing protocols in the area 4. Review protocols developed in other sub-regions 5. Meet with local agencies to agree best fit protocol locally 6. Agree implementation approach 7. Track results of the use of the protocol inc talking to service users 8. Make any changes required to protocol based on feedback 	
<u>Reality Check</u> -	Links to the West Midlands Regional Health and Well Being Strategy (draft) Links to national service framework for mental health services Links to national strategy direction on hospital discharge	
<u>Link to 8 Themes</u>	Specific link to the themes on mental and physical health, finance benefits and debt	

Smart Action Plans to Support Results Plan for Chair of RHSIG

<u>Outcome</u>	Outcome 5	Ref 5.6
<u>Result</u> -	The Regional Homelessness Strategy Implementation Group (RHSIG) have tracked the results in the action plans so that they are clear what is working well, what needs to change and can contribute to the implementation of housing and other strategies.	
<u>Target</u> -	Regional Housing Board understands how the regional homelessness strategy has contributed to new shared approaches, have examples of how joint working can be encouraged and can demonstrate a sound joint working platform for future strategy development. (April 2009)	
<u>Indicators</u> -	<ol style="list-style-type: none"> 1. Results evidence and reporting mechanism in place (Sept 2007) 2. Date for first results stock take agreed (Sept 2007) 3. Sub-regional leads are regularly updating their results evidence and sharing information with each other (Dec 2007) 4. RHSIG has up to date evidence of how each result is progressing (Dec 2007) 5. RHSIG regularly reviews results and actions (Mar 2008) 6. RHSIG keeps Regional Housing Board up to date on learning, barriers and the implications of the strategy implementation (Mar 2008) 7. Key strategic partners have new intelligence they are using to shape policy and investment (Sept 2008) 	
<u>Resources</u> -	<p>Access to web design and hosting</p> <p>Time from each sub-regional lead to keep data collection timely</p>	
<u>Sub-Region leading</u> - who	Regional Homelessness Strategy Implementation Group Jean Templeton	
<u>Actions</u>	<ol style="list-style-type: none"> 1. Agree host agency for web or similar system 2. Design and set up system 3. Time table agenda items and results stock take into groups annual programme 4. Agree schedule for feedback to Regional Housing Board 5. Review use of system 	
<u>Reality Check</u> -	This result supports the monitoring of all the results in the action plans and will facilitate the learning and sharing of best practice across the region	
<u>Link to 8 Themes</u>	No direct link to the 8 themes	
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Appendix 1

Extract from document prepared for the CLG Homelessness Strategy Delivery Group.

This extract outlines the 8 themes referred to in the Smart Action Plans.

Homelessness Strategy Delivery Group – Workstream 3

1. The primary purpose is to identify existing cross-sectoral strategies and initiatives that aim to tackle and prevent homelessness and promote and facilitate an integrated and coordinated approach to their implementation. This will maximise the use and effectiveness of existing resources.
2. Secondly, it provides a mechanism to identify where there are gaps, to suggest solutions that might be tested, piloted or researched and to flag up potential areas to be prioritised subject to future resources – e.g. through spending reviews.

The Themes

It groups the housing and non-housing needs of homeless people into eight key action areas with activity divided into national, regional and local level.

1. Accommodation
2. Education, skills and employment
3. Mental and physical health
4. Drugs and alcohol
5. Finance, benefits and debt
6. Children, families and relationships
7. Attitudes, thinking and behaviour
8. Safer and stronger communities

This approach recognises that homeless people are not a single homogenous group and that each individual can have a range of complex and inter-related needs which can best be addressed through government departments, local authorities and local service providers working together more effectively.

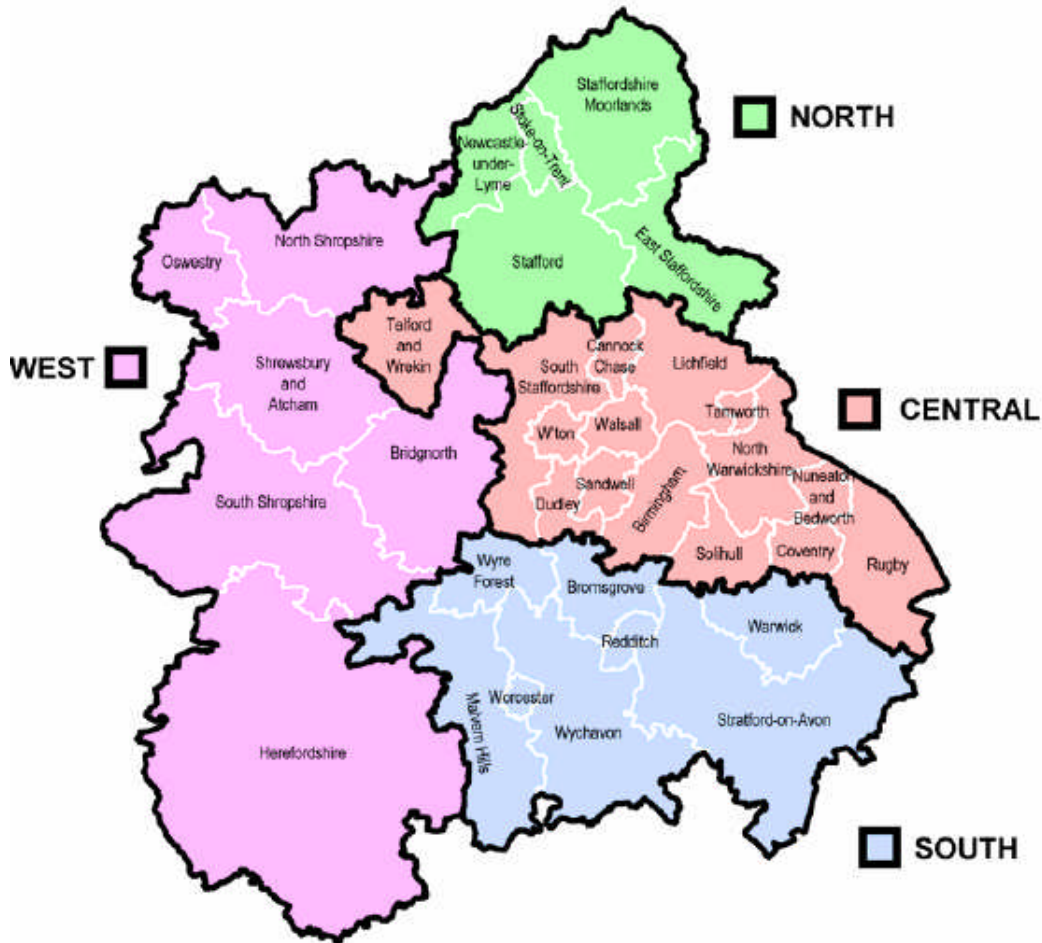
Partners Involved

The list of those using the framework as part of strategic reviews of homelessness and related areas, whether at regional or local level, is likely to include the following partners:

- Government Offices
- Regional Development Agencies
- Health (DAT, Public Health, PCT, MHTs, CAMHS)
- Social Services
- Probation/YOS
- Police
- Local Learning and Skills Councils
- Education authorities and education providers
- Local Strategic Partnerships

Appendix 2

West Midlands Sub-Regional Housing Market Areas



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Central Area

- C1**
 - Birmingham
 - Lichfield
 - Solihull
 - Tamworth

- C2**
 - Coventry
 - North Warwickshire
 - Nuneaton & Bedworth
 - Rugby

- C3**
 - Cannock Chase
 - Dudley
 - Sandwell
 - South Staffordshire
 - Telford & Wrekin
 - Walsall
 - Wolverhampton

Appendix 3

Contact Details HMA Lead Officers

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