

# Cambridge City Council Homelessness Strategy 2009-12

## Action Plan

The action plan is divided into 4 key themes:

- A. Temporary accommodation
- B. Homelessness prevention
- C. Access to longer-term housing options
- D. Sustaining settled lifestyles and tackling social exclusion



There are four cross-cutting themes within this document:

1. Service user involvement
2. Equality of access to services
3. Improving the quality of services
4. Developing a Joint Strategic Needs Assessment (JSNA) process for homeless people and those at risk of becoming homeless (see item D8)

## A. Temporary Accommodation

### Key priorities:

- Reduce the use of temporary accommodation provided under statutory duty by 70 units by December 2010
- Ensure that less than 5% of residents in designated stage 2 hostels have been there for more than 18 months
- Complete a 20 bed assessment centre in the city by December 2011

A	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
A1	Review hostel accommodation and propose improvements	<p>Propose more common principles for risk assessments, acceptances, warnings, bans, evictions and appeals for hostels</p> <p>Assess good practice initiatives around eviction prevention</p> <p>Develop common key outcomes for hostels</p> <p>Assess existing hostel provision for clients with complex needs, including those who are under</p>	<p>Produce standardised procedures for use across hostels by March 2010</p> <p>All hostels with more than 6 bed spaces should have less than 5% of residents who have been in residence for more than 18 months</p> <p>Reduce evictions</p> <p>Increase positive move-on</p> <p>Complete review and produce a report outlining</p>	Service users to be consulted as part of review	This objective needs to determine if any minority groups are prejudiced at all stages: warning system, move-on etc.	<p>May be difficult to gain common agreement on proposals and remodelling</p> <p>Difficulty identifying residents ready for move-on</p>	<p>This should reduce hostel evictions and exclusions and promote sustainable move-on</p> <p>Supporting People review value for money of all services</p> <p>Any change to accommodation would not involve additional provision</p>	<p>Single Homeless and Rough Sleepers Co-ordinator</p> <p>Housing Options Team Leader</p>

A	Objective	Key Milestones	SMART Targets	Service user involvement?	EqIA Implications	Risks	Value for money/spend to save elements	Lead Officer
		25	findings including service remodelling if appropriate  Review Cambridge Link assessment and referral system by September 2009					
A2	Review larger hostels in Cambridge (over 50 beds) to ensure that needs of target groups are being met	Agree terms of reference and work plan with YMCA and ECHG's Victoria Road hostel  <i>Apply Hostels Toolkit</i> to evaluate hostels  Review service specifications and outcomes	Review complete by March 2011	Views of current service users will be obtained during the review	Equality and diversity issues will form a fundamental part of the review	Could be significant financial implications in delivering revised models  Reaching common agreement on priorities with providers	Current expenditure on larger hostels against outcomes needs to be assessed	Single Homeless and Rough Sleepers Co-ordinator in partnership with Supporting People team
A3	Review housing provision and responses to victims of domestic violence	Assess Police and Accident and Emergency records  Assess existing services  Examine good practice in this area	Present a report to key stakeholders March 2010	Views of victims of domestic violence will be sought	This objective focuses on the needs of vulnerable men, women and children	Financial implications if new services or models are proposed	Spend on services should lead to better homelessness prevention and protection for victims	Housing Options Team Leader  Housing Options and Homeless Manager

A	Objective	Key Milestones	SMART Targets	Service user involvement?	EqIA Implications	Risks	Value for money/spend to save elements	Lead Officer
		stakeholders and accommodation providers						
A4	Assess the need for drug and alcohol detoxification and rehabilitation facilities in Cambridge	Identify key partners, including the Drug and Alcohol Action Team (DAAT) and review existing evidence and levels of need	Produce recommendations by March 2010	Views on need for provision will be sought	Objective seeks to ensure that detoxification facilities are accessible to vulnerable adults	Lack of funding Finding appropriate site for a new project	Investment in detoxification facilities should provide savings to homelessness and health services by helping to minimise harm and chaos being experienced by service users	Single Homeless and Rough Sleepers Co-ordinator and Homeless Information and monitoring Officer
A5	Review and reduce use of bed and breakfast as a form of temporary accommodation	Update and review the City Council temporary accommodation strategy	Only use bed and breakfast in emergency situations and for no longer than 6	Seek views on suitable alternative forms of temporary accommodation	Use of bed and breakfast may not adequately meet the	Cost implications of continuing use of bed and breakfast	Reducing bed and breakfast usage will have favourable outcomes in	Housing Options Team Leader

A	Objective	Key Milestones	SMART Targets	Service user involvement?	EqIA Implications	Risks	Value for money/spend to save elements	Lead Officer
		<p>Ensure that Choice Based Lettings is not a barrier to moving households through other forms of temporary accommodation</p> <p>Ensure availability of homelessness prevention options e.g. private rented sector to avoid placements in bed and breakfast</p> <p>Ensure that the location of bed and breakfast placements meets the needs of homeless households in respect of schooling, employment and any other factors that contribute to maintaining the stability of that household</p>	<p>weeks</p> <p>Explore the possibility of restricting all bed and breakfast provision to within reasonable distance of Cambridge City</p>		<p>needs of all service users</p>		<p>subsidy terms</p>	

A	Objective	Key Milestones	SMART Targets	Service user involvement?	EqIA Implications	Risks	Value for money/spend to save elements	Lead Officer
A6	Review progress and approach towards achieving the 50% temporary accommodation reduction target	Ensure choice based lettings provides adequate move-on opportunity for households in temporary accommodation and the hostel system	Reduce numbers in temporary accommodation to 70 by December 2010  Use of bed and breakfast is minimised (see A5 above)	Need to obtain service user feedback About choice based lettings and analyse its usage by residents in temporary accommodation	Temporary accommodation will better meet the needs of vulnerable households	Insufficient move-on from temporary accommodation leading to increased use of bed and breakfast  Potential reduction in choice for homeless households	Reduction in costs of providing temporary accommodation, in particular bed and breakfast	Housing Options Team Leader
A7	Complete a 20 bed assessment centre	Completion of legal agreements  Gain all planning approvals  Finalising building contract and procuring a contractor  Finalising service specification, including stakeholder consultation (to be completed in April 2009)	December 2008  December 2008  August 2009  February 2009  August 2009  By Dec 2011	Service users were consulted on the existing night shelter provision as part of the last strategy consultation in September 2005	Disabled access will be improved  Vulnerable adults will be safer and more secure in single rooms  The service specification for the new service will be more prescriptive about accommodatin	Significant risks around overspend and council liability in delivering this project – these are all logged on the Risk Register.	The new service will improve efficiency in meeting client need  Less street-based anti social behaviour  Better outcomes for residents	Single Homeless and Rough Sleepers Co-ordinator in partnership with Supporting People

A	Objective	Key Milestones	SMART Targets	Service user involvement?	EqIA Implications	Risks	Value for money/spend to save elements	Lead Officer
		Supporting People contract completed  Completion of project			g diversity			

## B. Homelessness Prevention

### Key priorities:

- Homelessness prevention target of 214 cases of homelessness prevented per financial year<sup>1</sup>
- Reduction in number of homelessness acceptances
- Reductions of numbers of service users returning to the hostel system within 1 year of departure through developing effective links with Supporting People, floating support and permanent housing

B	Objective	Key Milestones	SMART Targets	Service user involvement?	EqIA Implications	Risks	Value for money/spend to save elements	Lead Officer

<sup>1</sup> Based on a target of 4.5 cases per 1000 households of the population – at April 2008 where there were 47, 451 households in the Cambridge City district.

B	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
B1	Identify ways to minimize evictions of homeowners with mortgage arrears	<p>Review Cambridge County Court Housing Advice Desk</p> <p>Review provision of debt counselling advice</p> <p>Develop early warning systems with mortgage lenders</p> <p>Prepare to implement government Mortgage Rescue package</p>	Complete all key milestones by September 2009			Impact of credit crunch and economic downturn could lead to increase in mortgage arrears and repossessions	Benefits associated with improved homelessness prevention	<p>Housing Options Team Leader</p> <p>Housing Options and Homeless manager</p>
B2	Review homelessness prevention measures	<p>Clarify homelessness prevention fund guidelines</p> <p>Analyse data on the main causes of homelessness</p> <p>Identify measures currently in use and carry out review of success rates</p> <p>Reconsider funding implications as</p>	<p>Reduce homeless acceptances and increase homeless prevention outcomes year on year</p> <p>Complete review by April 2010</p>	Seek homeless service users' views of existing prevention toolkit	Identify vulnerable or hard to reach groups who maybe at risk of homelessness and target prevention measures accordingly	Fall in level of Communities and Local Government (CLG) grant	Benefits associated with improved homelessness prevention	<p>Single Homeless and Rough Sleepers Co-ordinator</p> <p>Housing Options Team Leader</p>

B	Objective	Key Milestones	SMART Targets	Service user involvement?	EqIA Implications	Risks	Value for money/spend to save elements	Lead Officer
		appropriate  Review 'Tenants at Risk' meeting and its links with other forums ('Tenancy Enforcement Panel' and 'Rent Arrears Panel')						
B3	Assess the need for nightstop scheme and supported lodgings service for young people where there is a threat of homelessness and develop a service if required	Analyse homelessness trends for young people  Explore possibility for county-wide development  Identify existing provision locally –e.g. Castle Project and look at other good practice examples  Establish task group with relevant stakeholders  Develop action plan for implementation	Reduce numbers of homeless acceptances from 16/17 year olds  End use of bed and breakfast by homeless 16/17 year olds, except in emergencies  Establish task group by December 2008  Develop action plan by April 2009	Input from existing service users will be used to help design the service	Training around diversity and equality will form part of host landlords' essential training programme	There will be a need to identify additional resources  Ability to recruit enough host landlords	Benefits associated with improved homelessness prevention	Housing Options Team Leader  Housing Options and Homeless Manager
B4	Review the prison release	Explore this proposal with sub-regional	Reduce numbers of homeless			Securing all partner	No additional funding	Housing Options

B	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
	procedure and consider introducing a countywide model with service level agreements developed with prisons	homelessness group  Agree the key elements of the service level agreement with key stakeholders  Sign up to the service level agreement with partner organisations  Assess impact of out-of-area referrals on local demand for accommodation	acceptances from applicants leaving prison  Reduce number of presentations of people leaving prison with no accommodation			agreement to the service level agreement	required.  Service level agreement will lead to prevention service improvements	Team Leader
B5	Agree a prevention protocol with Registered Social Landlords (RSLs)	Develop and/or review homelessness/ prevention strategies of registered social landlords  Identify areas for joint development of good practice  Protocol to cover: alternatives to eviction; early	Complete review by April 2010  Reduce evictions from registered social landlord tenancies		Identify groups which are at high risk from eviction	May be difficult to gain common agreement	This objective is intended to reduce tenancy failures, arrears and voids levels	Housing Options Team Leader  Housing Options and Homeless Manager  Single Homeless and Rough Sleepers Co-ordinator

B	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
		warning systems with Housing Options team; good practice on prevention measures  Refer to 'Rent arrears panel', 'Tenants at Risk' and 'Tenancy Enforcement Panel' as examples of good practice and consider introducing something similar						
B6	Revise protocols relating to intentionally homelessness families and 16/17 year olds with Children and Adult Services	Engage with Children and Adult Services  Agree detail of new protocols and how they will be implemented  Review the protocol in April 2010	Agree support being offered to intentionally homeless households as per the protocol		Provides a safety net for vulnerable homeless households	Securing mutual agreement for the content of the protocol	The protocol should result in better homelessness prevention for households with an intentionality decision	Housing Options Team Leader
B7	Redraft specification for the young people's advice and advocacy	Review success on key outcomes from service level agreement over recent years	Agree and produce new specification by October 2009	Young people will be consulted in the development of the specification	The new specification will provide a focus on equality and	Securing an appropriate provider	Focus will be on increased homelessness prevention amongst young	Single Homeless and Rough Sleepers Co-ordinator

B	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
	service	<p>Analyse data on homelessness of young people</p> <p>Agree strategic approach to homelessness prevention in schools in conjunction with locality teams</p> <p>Agree the focus of the service with key stakeholders</p>	Procure provider for the service by March 2010		diversity		people	

### C. Access to Longer-term Housing Options

#### Key priorities:

- Raise positive move-on from designated stage 2 hostels into a range of tenures to 65% by 2012
- Ensure that less than 5% of residents in designated stage 2 hostels have been there for more than 18 months
- Achieve at least 40 move-ons per year via the Hostels Assessment and Resettlement Panel (HARP)
- Ensure and demonstrate that choice based lettings scheme is accessible to vulnerable groups
- Identify and address barriers to accessing permanent housing, including the lack of appropriate support

C	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
C1	Develop a long-term housing service for homeless people over 45 with complex needs (the 'younger old')	Identify similar accommodation schemes to learn about how projects were delivered  Identify the best mode of delivery  Produce service specification, referral procedure and carry out tender process	Scheme supporting homeless people aged 45 and above to be delivered by March 2012	Service users to be involved in producing service specification	This will provide accommodation for a socially excluded minority group  Consideration will be required in the service specification to ensure that the service will be equally accessible and attractive to all who may need it	Lack of capital funding  Difficulty in identifying site	Reduction in costs associated with inappropriate housing and high rate of eviction and tenancy failure	Single Homeless and Rough Sleepers Coordinator
C2	Review the choice based lettings scheme and the lettings policy to ensure vulnerable and special needs groups are not disadvantaged and have equal access	Monitor Home-Link statistics on allocations by ethnicity and vulnerability  Monitor participation levels of statutory homeless and hostel residents in Home-Link  Formally review the lettings policy and ensure that	Commence lettings policy review in February 2009  Produce quarterly statistical updates from April 2009  Complete Hostels Assessment and Resettlement	Under-represented groups should be consulted as part of any attempt to increase participation	This objective is exclusively aimed at addressing inequality	That inequality and disadvantage may be caused by factors outside the City Council's control		Homelessness Information and Monitoring Officer  Housing Options and Advice Team Leader

C	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
		<p>support agencies working with vulnerable people are fully involved in the review</p> <p>Monitor and review the Hostels Assessment and Resettlement Panel (HARP)</p>	Panel (HARP) review by September 2009					
C3	Ensure the needs of homeless households and vulnerable applicants are addressed in the planning and delivery of the growth sites	<p>Work with Affordable Housing Group</p> <p>Ensure that homelessness issues are taken into account during discussions on growth sites, including the development of local lettings plans</p>	Ensure that there is sufficient access for homeless people on new housing developments in Cambridge		<p>This objective would result in better integration of homeless people in the community</p> <p>Any new accommodation should be equally accessible and attractive to all who may need it</p> <p>Needs of homeless people to be assessed</p>	Other groups and factors influencing the growth agenda may carry more weight than needs of homeless people	Reduction in costs associated with inappropriate housing and high rate of eviction and tenancy failure	Housing Options and Homeless Manager
C4	Improve access to the private	Review the Access Scheme	Increase the number of		Assess demographic	That money used for	Key contribution to homelessness	Housing Options and Advice

C	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
	rented sector	<p>and evaluate ways to allow it to help more people in housing need</p> <p>Assess demand</p> <p>Review engagement with the private sector landlords' forum</p> <p>Expand private sector leasing scheme both to reduce numbers of households in temporary accommodation and improve move-on levels from non-priority hostels</p>	<p>people using the Access Scheme year by year</p> <p>Increase the number of landlords which let properties to homeless client group</p> <p>Target for expanding the private sector leasing scheme to be agreed by April 2009</p> <p>Consider inclusion of rent deposit guarantee scheme candidates at Hostels Assessment and Resettlement Panel (HARP)</p>		characteristics of those that have accessed the private rented sector via the council	deposits in rent deposit scheme may not be recovered	prevention targets	Team Leader
C5	Explore low cost home ownership	Draw up profile of homeless people	Increase the participation of	Monitor reasons for not taking up	Assess from monitoring	Homeless people may be	LCHO will reduce pressure on	Housing Options and Advice

C	Objective	Key Milestones	SMART Targets	Service user involvement?	EqIA Implications	Risks	Value for money/spend to save elements	Lead Officer
	(LCHO) as an option for families and individuals in housing need	<p>who would be able to access such schemes</p> <p>Consider range of new government initiatives in this area</p> <p>Ensure that staff working with eligible people are aware of the full range of schemes</p>	homeless people in LCHO schemes	the scheme amongst those who are eligible	whether there are any barriers to certain groups accessing the scheme	<p>unable to raise capital for a deposit and get a mortgage</p> <p>Homeless people may be ineligible for schemes if they are not first time buyers</p>	social housing and other accommodation	Team Leader
C6	Conduct a comprehensive review of move-on	<p>Develop a common move-on strategy for hostels in the city, to include a range of tenures and accommodation outcomes (cross reference A1)</p> <p>Assess the need for additional or remodelled move-on options from the hostel</p>	Identify a strategic method for reviewing move-on performance	Service user choice needs to be factored into the chosen model	Model needs to identify groups for whom there are barriers to move-on	This is a resource-intensive piece of work and needs to show results to be viable	See entry under risks	Single Homeless and Rough Sleepers Coordinator and Supporting People team

C	Objective	Key Milestones	SMART Targets	Service user involvement?	EqIA Implications	Risks	Value for money/spend to save elements	Lead Officer
		system, e.g training flats, supported lodgings, shared houses and community sheltered housing (cross reference A1)  Consider use of empty properties						

#### D. Sustaining Settled Lifestyles and Tackling Social Exclusion

##### Key priorities:

- Introduce an enhanced housing options strategy
- Implement a learning and development service for homeless service users

D	Objective	Key Milestones	SMART Targets	Service user involvement?	EqIA Implications	Risks	Value for money/spend to save elements	Lead Officer
D1	Support the shaping and expansion of the Learning and Development	Extending the Learning and Development Coordinator's role to 4 days a week	Learning and Development Coordinator to offer the equivalent of one day a week support to the	Service users will be consulted every six months on the activity, training and	Service will analyse and report on barriers for some clients in accessing the	Expansion will depend on the availability of external funding sources	Service to be evaluated before the contract expires in September 2011	Single Homeless and Rough Sleepers Coordinator

D	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
	Service in Cambridge	Establish steering group to oversee development of the service	service (from April 2009)  Steering group to meet monthly for the first six months (ending May 2009)	employment programme of the service  Service users will contribute to annual evaluation	service and develop ways of addressing these issues			
D2	Facilitate first steps towards employment for unemployed homeless people	Conduct a feasibility study on homelessness services employing ex service users  Assess gaps in employment skills locally and investigate opportunities for training and volunteering in these areas	Complete feasibility study by September 2010  Implement recommendations by March 2012	Service users should be consulted as part of the feasibility study	Feasibility study needs to assess whether there are any diversity-based barriers to services employing ex service users	Services may decide that costs outweigh the benefits  Feasibility study is not sufficiently robust	Savings to public purse, through reduced dependency on benefits may be assessed post 2012, but baselines on numbers working in hostels can be assessed during the lifetime of this strategy	Single Homeless and Rough Sleepers Coordinator
D3	Promote sustainable tenancies	Supporting People to review the 2 year support rule for floating support services and create more flexible arrangements	Review to be completed by March 2009. Implementation from March 2009	Service User involvement to cover specifications for new service, assessing the need for gateway provision and	Policy needs to be applied consistently. A gateway service could monitor whether there are any barriers to	Users staying longer impacts on service performance and user outcomes  Supporting People would conduct a risk	Assess impact on performance in relation to Local Area Agreement indicator NI 141 - Number of vulnerable people achieving	Supporting People Strategic Planning Manager



D	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
		floating support model  Assess the need for projects offering structured intensive floating support	April 2010					
D4	Bring more statutory health services into the Cambridge Access Surgery (CAS) and improve existing services to create a One-Stop Health Centre	Developments required:  Improved interface with secondary mental health services as provided by Cambridgeshire and Peterborough NHS Foundation Trust (CPFT)  drug and alcohol treatment  Consultation with drug and alcohol treatment services to assess how access to these services at CAS can be improved	Alcohol CPN to be in post and operating from CRI Street Outreach Team by April 2010  Recommended changes to drug and alcohol treatment arrangements at CAS to be implemented by March 2012  Increase numbers of patients attending Joint CAS / Addaction drug therapy clinics at CAS – baseline is 40%, year on year increase required	CAS to survey existing patients and stakeholders to establish whether there is a need for each proposed strand	CAS is targeting patients who are experiencing social exclusion. These measures are aimed at taking the service further to address institutional barriers in accessing statutory health services	May not be a priority with key partners  Lack of funding  Lack of accommodation at current CAS site - 125 Newmarket Rd may prevent delivery of additional services	Reduction in strain on emergency response health services (e.g. Accident and Emergency admissions)  Better health outcomes for patients in the homeless client group  Could lead to quicker priority need assessments and reduce length of stay in temporary accommodation	Single Homeless and Rough Sleepers Coordinator

D	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
		by September 2010	Improved interface with secondary mental health services to be in operation by March 2012					
D5	Introduce an enhanced housing options strategy	Secure Communities and Local Government funding  Employ Enhanced Housing Options Service development manager	See Cambridge Sub-region Enhanced Housing Options Programme 2 Action Plan	Ongoing evaluation of project highlighted in Cambridge Sub-region Enhanced Housing Options Programme 2 Action Plan	Equality impact needs to be factored into the evaluation brief	This is dependent on identifying funding for the first two years	To be assessed at evaluation	Housing Options and Homeless Manager
D6	Examine joint working between drug, alcohol and mental health agencies to ensure that dual diagnosis clients receive a joined up service	Gather evidence of dual diagnosis case studies	Make recommendations about how to provide a more joined up service	Requires co-operation of service users for case studies	Addresses the issue of equality of service for dual diagnosis clients			Housing Options and Homeless Manager
D7	Establish a co-ordinated	Establish a quarterly multi-	Group established by Feb 2009		Need to ensure that	None identified	Resource input per client is high	Single Homeless and

D	Objective	Key Milestones	SMART Targets	Service user involvement?	EqlA Implications	Risks	Value for money/spend to save elements	Lead Officer
	action plan to minimize rough sleeping	agency rough sleepers liaison group	Group meets quarterly and there is 100% attendance from key partners  Action plan agreed by September 2009  Average rough sleeping figures on formal counts to remain within target (<10) for the life of the strategy		those with no recourse to public funds have a route out of rough sleeping		for the rough sleeping client group. Lower rough sleeping numbers could lead to greater assistance for other homeless, patient groups or offenders.	Rough Sleepers Coordinator
D8	Develop a Joint Strategic Needs Assessment (JSNA) process for homeless people and those at risk of becoming homeless	Establish a project group working to housing, social care and homeless sub-group  JSNA development	Project working group by Dec 08  JSNA development by March 2009	To be included	Identify needs, service gaps and inequalities	Capacity within partner organisations to engage and deliver	JSNA will identify needs, service gaps and provide sound basis for service review, planning, redesign and commissioning.	National Health Service Cambridgeshire Public Health Consultant  Housing Options and Homeless Manager

### Links to national indicators (NI)

The following NI's are directly relevant to this strategy:

- NI 141 – Achieving independent living – see objectives A1, A2, A4, A7, B2, B3, B6, B7, C1, C2, C3 and D3.

- ❑ NI 125 - achieving independence for older people – see objective C1
- ❑ NI 156 – Number of households living in temporary accommodation – see objective A6

## Meaning of words and terms

<b>A</b>	
<b>Assessment Centre</b>	A place where homeless people live temporarily and where their support needs, skills and level of risk they pose to themselves or others is assessed before they are moved on to hostels or longer term housing options.
<b>Affordable Housing Group</b>	Group working across the Cambridge sub-region to promote the delivery of new homes and the development of schemes, such as low cost home ownership, that make it easier for those on low incomes to buy them or a share in them
<b>Access Scheme</b>	A Cambridge City Council run scheme, managed by the Council's Housing Options and Advice team, enabling easier access to private rented housing for those threatened with homelessness.
<b>Alcohol CPN</b>	Alcohol Community Psychiatric Nurse – in this context will be based within the street outreach team and will primarily work with street drinkers.
<b>Addaction</b>	Organisation that has entered into a contract with the Drug and Alcohol Action Team to provide services to people who are dependent on drugs in Cambridgeshire.
<b>B</b>	
<b>Baseline</b>	The figures that are gathered before setting targets or indicators. 'Baseline' figures may be gathered for a set period, for example one year, before targets are set for subsequent years
<b>C</b>	
<b>Cambridgeshire and Peterborough NHS Foundation Trust (CPFT)</b>	A partnership organisation providing mental health and specialist learning disability services across Cambridgeshire and Peterborough.
<b>Communities and Local Government (CLG)</b>	Government department with lead responsibility for homelessness.
<b>Children and Adult Services</b>	Services for children and adults based within Cambridgeshire County Council
<b>Choice based lettings</b>	A system for the allocation of social housing that was introduced in February 2008. It offers more choice and involvement for customers in selecting a new home.
<b>Community sheltered housing</b>	'Sheltered housing' is accommodation for older people or those who are vulnerable for another reason where there are communal areas, a warden and 24 hour emergency assistance. 'Community sheltered housing' is a similar scheme which is not exclusively accommodation based, but instead offers some floating support.
<b>Complex needs</b>	People who may have a range of support needs. For example drug or alcohol misuse, mental health, learning difficulties.

<b>Cambridge Access Surgery</b>	Dedicated general practitioner (GP) service for homeless people in Cambridge
<b>CRI</b>	Crime Reduction Initiatives – national charity offering a range of services to rough sleepers and those with a street-based lifestyle. Cambridge’s Street Outreach Team is part of CRI and is contracted by Cambridge City Council to work with rough sleepers
<b>Cambridge sub-region</b>	Most of Cambridgeshire and parts of Essex, Hertfordshire and Suffolk
<b>D</b>	
<b>Diversity</b>	In the context of the Homelessness Strategy, this refers to people with needs or characteristics which may put them into a minority group and could potentially disadvantage them in their ability to access services
<b>Detoxification</b>	Process during which a person is helped to remove substance such as alcohol or other drugs from the body. Often referred to as ‘detox’, it often involves treatment of withdrawal symptoms, counselling and therapy
<b>Drug and Alcohol Action Team (DAAT)</b>	The strategic body through which the local drug strategy is decided and actioned in Cambridgeshire.
<b>Demographic characteristics</b>	Characteristics of a population, such as ethnic origin, age, income, disabilities, and employment status.
<b>E</b>	
<b>ECHG</b>	English Churches Housing Group, housing association which runs two hostels, the youth foyers and a tenancy sustainment team in Cambridge
<b>EqIA</b>	Equality Impact Assessment, a tool for identifying the potential impact of policies, services and functions on all residents and staff. The appraisal specifically intends to ensure equality of access
<b>Enhanced Housing Options</b>	Housing advice service that goes beyond an individual’s immediate housing needs and considers the wider circumstances. These services should use a holistic, personalized inclusive approach and be willing to interact with a range of other services to help an individual reach a sustainable solution to housing problems
<b>F</b>	
<b>Feasibility study</b>	Project to appraise whether or not an idea or proposal is possible and if so, how it might be achieved
<b>Floating support</b>	Assistance provided by professionals to vulnerable people living in a tenancy, the support is usually provided for short periods (up to about two years) and is withdrawn when it is no longer required
<b>G</b>	
<b>Gateway provision</b>	Central access point for processing referrals into floating support services and for undertaking initial assessments of support needs.
<b>H</b>	
<b>HARP</b>	Hostels Assessment and Resettlement Panel, meets every four weeks, receives referrals from housing and support providers and awards band A status on Home-Link to up to 52 hostel residents per year, in effect, enabling them to access social housing
<b>Home-Link</b>	The name of the choice based lettings social housing allocation system used in Cambridge and the sub-region

<b>I</b>	
<b>Institutional barriers</b>	Beliefs or practices engrained in the ethos of an organization which impede effort or progress
<b>J</b>	
<b>Joint strategic needs assessment</b>	Abbreviated to JSNA, work involving research and data collection on the health needs of a minority group. These are carried out locally by primary care trusts in accordance with Department of Health guidance
<b>K</b>	
<b>L</b>	
<b>Locality teams</b>	The fourteen teams at the county council, each covering a different area, which support and provide advice for families and young people
<b>Lettings policy</b>	Document containing written guidance and rules which determine the way in which social housing is made available for rent
<b>Low cost home ownership</b>	Government backed scheme aimed to make home ownership more affordable, often aimed at first-time buyers and key-workers and may involved buying a home at a discount or partial ownership
<b>Learning and Development Service</b>	Name of the programme contracted to Wintercomfort by the city council to provide education, training and development for homeless people
<b>Learning and Development Coordinator</b>	Member of city council staff responsible for overseeing the education, training and development programme for homeless people
<b>Local Area Agreement</b>	Document which sets out the priorities for a local area agreed by central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level.
<b>M</b>	
<b>Move-on</b>	In the context of a homeless person's progression from street homelessness to permanent accommodation, move-on is the stage when the person moves from second stage accommodation (e.g. a hostel) to a accommodation that may be permanent (e.g. local authority or private rented tenancy)
<b>Milestones</b>	Event or point in the development of a project
<b>Multi-disciplinary</b>	Describing a single project which has several distinct areas of expertise, often consisting of staff or resources from different agencies
<b>N</b>	
<b>Night shelter</b>	Emergency accommodation for single homeless people, often direct access, or open to all on a first come, first served basis
<b>Nightstop scheme</b>	Scheme which offers short-term emergency accommodation for homeless young people (16-25) in the homes of approved volunteers
<b>Non-priority hostels</b>	Projects which offer accommodation and support for single homeless people who would be unlikely to be found in 'priority need' if they were to make a homeless application to a local authority

<b>NI</b>	National indicator, one of a series of performance targets that make up the Local Area Agreement (see separate entry)
<b>O</b>	
<b>Out-of-area Referrals</b>	Request for accommodation or other service in Cambridge for a person who does not have a local connection to Cambridge
<b>One stop health centre</b>	Premises containing all or most of the primary health services that homeless people would need (e.g. chiropody, dentistry, GP and drug and alcohol services)
<b>P</b>	
<b>Planning approvals</b>	Consent granted by local authority necessary before certain changes can be made to the physical nature, size and use of a building
<b>Prison Release Procedure</b>	Agreement made between local authority and prisons setting out procedure to be followed prior to and during an individual's planned departure from prison, intended to reduce the likelihood that a prisoner will be homeless on release
<b>Private sector leasing</b>	Scheme where local authority takes a lease (usually 3 to 5 years) on a privately owned housing and uses the accommodation as affordable rented accommodation for homeless households
<b>Q</b>	

<b>R</b>	
<b>Rehabilitation</b>	Process of medical and/or psychotherapeutic treatment of addiction to alcohol or other drugs, often referred to as 'rehab'
<b>Rent Arrears Panel</b>	City council meeting which reviews cases of rent arrears with the objective of reducing arrears and threat of eviction
<b>Registered Social Landlords</b>	Independent, not-for-profit organization that provides social housing for households in housing need, also known as 'housing associations'
<b>Rent deposit guarantee</b>	Project which helps people to access private rented housing by providing a guarantee in lieu of the deposit which prospective tenants usually have to pay, generally equivalent to 1 or 1½ month's rent
<b>(No) recourse to public funds</b>	(Lack of) access to a range of income related benefits and housing and homelessness support, including housing benefit
<b>Risk impact assessment</b>	Evaluation of potential adverse effects of a proposed idea, considering likely probability and severity of any harm
<b>S</b>	
<b>Sanctuary Scheme</b>	Scheme providing alarm system and additional security to make it easier and safer for victims of domestic violence to remain in their homes
<b>Service specification</b>	Document containing exact details of how a project should be run, particularly important for services that are commissioned by one organization and operated by another
<b>Street-based anti social behaviour</b>	Activities such as begging, street-drinking which are aggressive, intimidating or destructive and damage or destroy someone's quality of life
<b>SMART targets</b>	Objectives whose accomplishment is <b>S</b> pecific, <b>M</b> easurable, <b>A</b> chievable, <b>R</b> elevant and <b>T</b> ime-related
<b>Service user involvement</b>	The engagement of people who are normally recipients of services in the planning, delivery and appraisal of those services

<b>Supported lodgings</b>	Scheme where host households provide a room in their home for a homeless young person. The young person has her or his own key and shares the kitchen and bathroom
<b>Service Level Agreement</b>	Often called an SLA, part of a contract which stipulates the details of expectations about the level of delivery of a scheme
<b>Social exclusion / socially excluded</b>	Factors which adversely affect the opportunities or standard of living of individuals or groups of individuals
<b>Steering group</b>	Collection of individuals who have responsibility for overseeing and providing strategic steer for a particular project
<b>Sustainable tenancies</b>	Tenure where an individual rents home from a social or private sector landlord in such a way that the accommodation can be expected to provide a long-term home
<b>Statutory services</b>	Facilities whose existence and nature are determined by national law. Such services are often standardized throughout the country
<b>Street Outreach Team</b>	Organization which works with rough sleepers in Cambridge to secure accommodation and encourage engagement with other services (see separate entry for CRI)
<b>T</b>	
<b>Tenants at Risk</b>	Monthly meeting chaired by city council with objective of preventing tenancy breakdown of local authority tenants who are identified as being at risk
<b>Tenancy Enforcement Panel</b>	Meeting, chaired by city council, to which cases of anti-social behaviour by council tenants can be referred for determination of action
<b>Task Group</b>	Collection of interested professionals and service users assembled to oversee and carry out individual assignments in order to advance an objective
<b>Tenures</b>	The nature of the legal circumstances in which an individual lives in his or her home – examples include: social tenancy; private sector tenancy; and home ownership
<b>Training flats</b>	Social rented accommodation provided by city council or housing association for former rough sleepers referred by the Street Outreach Team which provides tenancy support. It is the intention that tenants will move on to independent living.
<b>U</b>	
<b>V</b>	
<b>W</b>	
<b>X</b>	

<b>Y</b>	
<b>YMCA</b>	Housing association which provides the largest supported housing project for young people in Cambridge
<b>Younger old</b>	Group of homeless people over the age of 45 who, because of problems associated with homelessness, experience problems similar to those more usually experienced by older people, such as ill health and social isolation

<b>Z</b>	

Last updated on 10/03/09  
 By Robert Young