

## Greater Norwich Hostel Strategy Action Plan

The following document forms the detailed action plan of the Greater Norwich Hostel Strategy 2007-9. Some of the actions do not currently have a detailed action plan identified. This is due to the actions either being heavily dependant on preceding actions or that the start has been identified as being more than 12 months into the strategy period. As the action plan is monitored and reviewed, these actions points will be developed with full action plans.

**A - Strategic aim:** *To take a strategic and integrated approach towards hostel accommodation provision*

1. Produce a strategy for hostel provision which provides a framework for implementing the agreed change within the sector.

**Scheduling rationale:** *The strategy is to be developed in tandem with the action plan to form the basis for planning to meet the strategic vision and aims.*

<b>Action</b>	<b>Delivery method</b>	<b>Delivery by</b>	<b>Responsibility</b>	<b>Due</b>
Produce a draft strategy based on the findings and recommendations of the Greater Norwich Hostel Review		Adam Wardle (Norwich City Council)	Steering Group	February 2007
Circulate for consideration, review and refinement	Meeting with service providers and presentation to Greater Norwich Homelessness Prevention Strategy Group. Circulation to other stakeholders including service users, referral agencies and commissioners	Adam Wardle	Steering Group	30 <sup>th</sup> April 2007
Finalise Strategy for adoption	Final redrafting to take account of further comments	Adam Wardle	Steering Group	June 2007
Strategy to be widely adopted by partners	Circulate final strategy to partners and monitor the responses	Adam Wardle	Steering Group	October 2007

2. Produce an action plan that identifies options, timescales and resources to implement the change identified in the strategy.

**Scheduling rationale:** *The action plan is to be developed in parallel with the strategy to give a detailed delivery framework to meet the vision for hostel provision in Greater Norwich.*

Action	Delivery method	Delivery by	Responsibility	Due
Produce a draft action plan based on the findings and recommendations of the Greater Norwich Hostel Review		Adam Wardle	Steering Group	February 2007
Circulate for consideration, review and refinement	Meeting with service providers and presentation to Greater Norwich Homelessness Prevention Strategy Group. Circulate to other stakeholders including service users, referral agencies and commissioners	Adam Wardle	Steering Group	30 <sup>th</sup> April 2007
Finalise Action Plan for adoption	Final redrafting to take account of further comments	Adam Wardle	Steering Group	June 2007
Action Plan to be widely adopted by partners	Circulate final Action Plan to partners and monitor the responses	Adam Wardle	Steering Group	October 2007

3. Review the action plan after one year

**Scheduling rationale:** *Both the strategy and action plan require reviewing to ensure continued strategic relevance and to develop and update the action plan to take account of the position at the time of review.*

Action	Delivery method	Delivery by	Responsibility	Due
Review strategy and action plan	Consult with key stakeholders on progress to date	Adam Wardle and Rob Cooper (Supporting People)	Steering Group	April 2008
Update action plan	Action plan to be updated to take account of slippage and any significant changes in priorities and funding opportunities	Adam Wardle and Rob Cooper	Steering Group	May 2008

4. Report widely and regularly on the performance against the action plan.

**Scheduling rationale:** *Delivery of the action plan will start while formal adoption processes are continuing within partner organisations. Therefore, progress reporting will start on a quarterly basis from July 2007.*

Action	Delivery method	Delivery by	Responsibility	Due
Prepare reporting template		Adam Wardle	Steering Group	June 2007
Prepare quarterly reports and circulate to: <ul style="list-style-type: none"> <li>• SP Core Strategy Group</li> <li>• GNHP Directors Group</li> <li>• Greater Norwich Homelessness Prevention Strategy Group</li> <li>• Youth Homelessness Forum</li> <li>• Hostel providers</li> <li>• NOAF</li> <li>• N-DAP</li> </ul> and other groups as/when appropriate	Quarterly updates to be produced and circulated to groups and forums when required	Adam Wardle	Steering Group	October 2007 and quarterly thereafter

**B - Strategic aim:** *To provide clear access routes into hostel accommodation*

5. Create a coherent, sub-regional approach to drug and alcohol policies.

**Scheduling rationale:** *This action needs to be carried out before actions on evictions and exclusions.*

Action	Delivery method	Delivery by	Responsibility	Due
Review data from Hostel Applicants and Leavers project to identify exclusions due to drug and alcohol use		Adam Wardle	Steering Group	September 2007
Drug and alcohol policies 'workshop'	Facilitated workshops to identify best practice and changes required in policies	N-DAP Housing Strategy Group	Steering Group	October 2007

Agree police protocols		N-DAP Housing Strategy Group	Steering Group	October 2007
Develop minimum standards and framework for delivery		N-DAP Housing Strategy Group	Steering Group	October 2007

6. Agree and implement a common approach to drug and alcohol policies where necessary.

**Scheduling rationale:** Timing reflects the need for action 5, above, to be completed first.

Action	Delivery method	Delivery by	Responsibility	Due
Implement amended policies		Hostel Providers and N-DAP Housing Strategy Group	Steering Group	January 2008
Staff training		Hostel Providers and N-DAP Housing Strategy Group	Steering Group	January 2008

7. Provide greater access to information about the availability of accommodation and services through either a 24-hour telephone line or internet access depending on available resources.

**Scheduling rationale:** Work on this action is already underway and therefore continues as one of the 'quick wins'.

Action	Delivery method	Delivery by	Responsibility	Due
Investigate funding possibilities from Norfolk Digital Challenge bid to develop internet access along side the '1 <sup>st</sup> Step 24' project	Contact Digital Challenge Team	St Martins Housing Trust	Steering Group	August 2007
Seek other funding streams if Digital Challenge cannot deliver sufficient funding		St Martins Housing Trust/Steering Group	Steering Group	September 2007
Scope service requirements		St Martins Housing Trust	Steering Group	October 2007
Collection of information on available services	Information to be collected either as a distinct project or extracted from larger data set	Space East		September 2007
Paper leaflet to be produced		Norwich City Council	Steering Group	October 2007
Investigate CBL as a means of delivering greater access to information		Choice Based Lettings Project Manager	Steering Group	September 2007

Bid for available funding		St Martins Housing Trust/Steering Group	Steering Group	Unknown at present
---------------------------	--	---	----------------	--------------------

8. Produce a common core application and risk assessment form to ease the application process for individuals.

**Scheduling rationale:** *Universal agreement was established around this recommendation and it is seen as both beneficial and achievable at an early stage.*

Action	Delivery method	Delivery by	Responsibility	Due
Review current forms		Space East	Steering Group	June 2007
Review DAAT models of care form		Space East	Steering Group	June 2007
Review Probation form		Space East	Steering Group	June 2007
Draft new forms		Space East/Norwich City Council	Steering Group	August 2007
Trial new form	Trial in a minimum of three hostel providers	Space East	Steering Group	September 2007
Amend with feedback		Space East	Steering Group	November 2007
Introduce new forms		Space East	Steering Group	December 2007
Train staff on new paperwork/procedures		Space East	Steering Group	December 2007

9. Review the eligibility criteria used by hostels to ensure that all those with support needs are appropriately accommodated, and those who do not have relevant support needs are accommodated in other ways.

**Scheduling rationale:** *This is a substantial piece of work which is not practical to start earlier due to other 'quick win' actions being progressed.*

Action	Delivery method	Delivery by	Responsibility	Due
Review hostel applicants monitoring information to identify client groups presenting to hostels	Analysis of one years data	Adam Wardle	Steering Group	January 2008
Map current eligibility criteria		Adam Wardle	Steering Group	January 2008
Map availability of beds against known need		Adam Wardle	Steering Group	January 2008
Map prevention services	Largely taken from the work undertaken by Space East to	Space East/District Council's Housing Options	Steering Group	January 2008

	identify local services	Teams		
Identify possible areas for change to better meet service and service user requirements		District Councils and Supporting People	Steering Group	February 2008
Negotiate change		District Councils and Supporting People	Steering Group	March 2008
Confirm change	To be adopted by management or board as appropriate within each organisation.	District Councils and Supporting People	Steering Group	May 2008
Implement new eligibility criteria		District Councils and Supporting People	Steering Group	June 2008

10. Investigate the feasibility of establishing a Central Gateway Hostel Access Service.

**Scheduling rationale:** *The immediate aim is to establish the size of the feasibility work required in order to pursue funding.*

Action	Delivery method	Delivery by	Responsibility	Due
Scope and cost feasibility study	Agree with stakeholders the scope of the study that is required	SP, District Councils and Hostel Providers	Steering Group	October 2007
Prepare 'skeleton' bid		SP and District Councils	Steering Group	November 2007
Bid as appropriate funding becomes available	Bid format will depend on the funding criteria and may require the scoping to be amended	SP and District Councils	Steering Group	As and when funding opportunities arise
Engage research	Start research once resources have been secured and capacity is in place	SP and District Councils	Steering Group	If/when funding is secured

11. Develop a Central Gateway Hostel Access Service if it is determined to be feasible.

**Scheduling rationale:** *This is a long term objective if a Central Gateway is deemed appropriate. This depends on the availability of resources for the feasibility study and subsequent development of the Gateway.*

Action	Delivery method	Delivery by	Responsibility	Due
Agree and adopt preferred model	Agree preferred model with	Steering Group	Steering Group	Unknown at

	stakeholders with scope for variation to allow model to fit funding criteria			present, depends on action 10
Prepare 'skeleton' bid		SP and District Councils	Steering Group	Unknown at present
Bid as appropriate funding becomes available	Model may need some refinement to meet the funding criteria of particular funding bodies	SP and District Councils	Steering Group	Unknown at present
Draft action plan for implementation once funding is secured		Steering Group	Steering Group	Unknown at present

**C - Strategic aim:** *To provide an adequate supply of appropriate supported accommodation within Greater Norwich*

12. Review the rules and exclusion policies of hostel providers to ensure that there is a coherent sub-regional approach for the benefit of both staff and residents.

**Scheduling rationale:** *This largely follows on from actions 5 and 6 and cannot start until these actions are completed.*

<b>Action</b>	<b>Delivery method</b>	<b>Delivery by</b>	<b>Responsibility</b>	<b>Due</b>
Identify eviction issues from Hostel Applicants and Leavers monitoring data		Adam Wardle	Steering Group	November 2007
Exclusions 'workshop'	Facilitated workshops to identify changes required in policies	Space East/Hostel Providers	Steering Group	December 2007
Review all policies to establish best practice principles		Space East/Hostel Providers	Steering Group	January 2007
Develop core standards and framework for delivery		Space East/Hostel Providers	Steering Group	February 2008
Identify training gaps and requirements		Space East/Hostel Providers	Steering Group	February 2008
Support redrafting, adoption and implementation of revised policies		Space East/Hostel Providers	Steering Group	March 2008

13. Investigate the extent to which remodelling and new development is required, particularly to ensure that there is:

- i) emergency supported accommodation services for young people aged 16-21
- ii) adequate access within existing services for people who drink or continue to use illicit substances
- iii) higher support services for people with entrenched patterns of drug and alcohol use.
- iv) adequate service provision for people with challenging behaviour and/or a history of serious offending (i.e. a history of exclusion from hostel services or convictions for serious crimes)

**Scheduling rationale:** *In the short term the timing is driven by the next Housing Corporation bidding round for new services that have already been identified as being required. Longer term remodelling will depend on the impact of other actions in the action plan.*

Action	Delivery method	Delivery by	Responsibility	Due
Develop appropriate models		District Councils, SP, Probation, DAAT, Children's Services, YOT, Connexions	Steering Group	July 2007
Work up bids		District Councils, SP, Probation, DAAT, Children's Services, YOT, Connexions	Steering Group	August 2007
Submit bids to Housing Corporation	Bids by appropriate RSL	RSL with support from District Councils and SP	Steering Group	September 2007
Ongoing review of the strategic relevance of services and service gaps		Supporting People	Steering Group	Ongoing

14. Investigate different hostel services around the country and locally that can work effectively with individuals and allow them to stabilise their problems.

**Scheduling rationale:** *This is a medium term action to prepare for bidding opportunities in the future.*

Action	Delivery method	Delivery by	Responsibility	Due
Identify likely priority areas		GNHP Tackling Homeless More Effectively Sub Group	Steering Group	January 2008
Research specialist hostel services and good practice examples		GNHP Tackling Homeless More Effectively Sub Group	Steering Group	March 2008
Draft scheme outlines to inform bidding possibilities		GNHP Tackling Homeless More Effectively Sub Group	Steering Group	June 2008

15. Embed mechanisms and strategies to involve service users in everyday practice.

**Scheduling rationale:** Increased user involvement is a key action that will help to inform future activity.

Action	Delivery method	Delivery by	Responsibility	Due
Establish current service user involvement	Facilitated workshops	Space East / Supporting People	Rob Cooper	September 2007
Establish best practice examples	Facilitated workshops	Space East / Supporting People	Rob Cooper	September 2007
Develop and implement delivery plan for increased user involvement		Space East / Supporting People	Rob Cooper	Ongoing

**D - Strategic aim:** To provide effective resettlement into more independent accommodation

16. Carry out a feasibility study to establish the best method to improve resettlement and tenancy sustainment.

**Scheduling rationale:** Resettlement needs to be investigated after other actions have been completed that influence earlier stages in the pathway through hostel accommodation and to allow for the new floating support arrangements and choice based lettings scheme to bed in.

Action	Delivery method	Delivery by	Responsibility	Due
Review hostel monitoring information to establish variations in resettlement times		Adam Wardle / Rob Cooper	Steering Group	April 2008
Identify, document and share good practice examples	Facilitated workshops	Steering Group	Steering Group	May 2008
Identify the barriers to effective resettlement (e.g. deposits, benefit system etc.)		District Councils / SP	Steering Group	June 2008
Identify options for the structures around resettlement		District Councils / SP	Steering Group	June 2008
Establish model of accommodation pathways		District Councils / SP	Steering Group	July 2008

Carry out funding assessment for the delivery of pathway models		District Councils / SP	Steering Group	July 2008
---	--	------------------------	----------------	-----------

17. Implement feasibility study findings.

**Scheduling rationale:** Follows on directly from action 16 and will be defined by the out come of the investigations.

Action	Delivery method	Delivery by	Responsibility	Due
Draft action plan	Delivery depends on resources being made available to carry out the feasibility study and implement the action plan?	District Councils / SP	Steering Group	To be agreed

18. Develop increased use of the private rented sector as a means of accessing move-on accommodation.

**Scheduling rationale:** This is a self-contained action but affects on the flow of residents through the hostel system and therefore impacts on actions relating to access to hostels and resettlement.

Action	Delivery method	Delivery by	Responsibility	Due
Review output from Homelessness Strategy day		Adam Wardle/Nicky Galwey	Steering Group	June 2007
Review best practice in deposit schemes		Adam Wardle	Steering Group	July 2007
Attend MOPP conference and identify possible actions		Adam Wardle	Steering Group	July 2007
Review best practice examples and available toolkits		Adam Wardle	Steering Group	August 2007
'Working with the Private Sector' workshop/conference to establish what landlords want and what hostels, LAs can do to access the private sector		Broadland and Norwich City Councils	Steering Group	Autumn 2007
Create detailed action plan to access the private sector	Action plan to be created based on the information gathered about the private rental sector	Adam Wardle	Steering Group	October 2007
Improve website advice given to	Establish clear links to accurate	Adam Wardle, Adam	Steering Group	Defined by

landlords on the websites of Norwich, Broadland and South Norfolk Councils	information for private sector landlords based on feedback from landlords	Banham (Broadland DC), and Keith Mitchell (South Norfolk Council)		action plan
Promote hostel tenants to private landlords		SP, District Councils, and Hostel Providers	Steering Group	Ongoing
Monitor success through hostel applicant and leavers monitoring		Adam Wardle	Steering Group	Ongoing

**E - Strategic aim:** *To maximise funding to support the recommendations identified in the Hostel Review*

19. Explore and exploit all funding opportunities and secure additional funding where possible to allow the strategic development hostel provision				
<b>Scheduling rationale:</b> <i>Identification of funding options is crucial to the speed at which many of the above actions can be delivered.</i>				
<b>Action</b>	<b>Delivery method</b>	<b>Delivery by</b>	<b>Responsibility</b>	<b>Due</b>
Map known bidding opportunities and deadlines		Steering Group	Steering Group	October 2007
Cross reference likely funding requirements with opportunities		Steering Group	Steering Group	November 2007
Review action plan to reflect significant funding opportunities		Steering Group	Steering Group	December 2007