

Housing Options Services

London Borough of Southwark
Trailblazer Programme

Action Plan 2008-2011

Enhancing housing options in Southwark

Community Housing Services: Housing Options Services

1. Budget: £344,000 to end March 2011
2. Trailblazer team: these posts are funded through the programme: Trailblazer Manager, Quality and Service Development Officer, Employment Adviser, Initiatives Officer (Outreach service). The programme will also draw on the expertise of current members of Southwark Housing Options Services and Housing Assessment and Support Services to support the enhanced services and the community outreach plan.
3. Partnership working: We will deliver this enhanced housing options programme together with our partners: Southwark Works, Southwark Reach, St Giles – Through the Gate Project, SASBU (Southwark Anti-Social Behaviour Unit), Abritas, LCHO Zone Agent, Home Ownership Unit and working closely with a range of voluntary sector agencies throughout the borough
4. **Our enhanced service aims:**
 - To deliver a range of community-based outreach events offering housing options advice and solutions in partnership with Southwark Works (employment advice) and other support services to include debt advice, credit union, health care
 - To reinforce homelessness prevention within the community, building on the success of our housing options approach delivered via our Homesearch Centre in Peckham
 - To raise the profile of the service with particular emphasis on the prevention and employment agenda through a programme of training sessions/briefings to agencies throughout Southwark, promoting and increasing our partnership working
 - To target specific groups of applicants (to include passive non-priority applicants/tenants) for low cost homeownership events, private sector renting, mutual exchange assistance
 - Target overcrowding and under-occupation with a schedule of events in various geographical parts of the borough
 - Enhance the Southwark Homesearch website together with our partner Abritas to introduce a 'Housing Options Wizard'
 - Increase employment interventions within our Homesearch Centre and through our outreach programme
 - Ex-offenders: prevent homelessness and increase access to private rented sector through incentives via our partner St Giles
5. **Our Trailblazer programme will**
 - Develop and implement a programme of customer-focused outreach events/surgeries throughout the borough, covering the full range of enhanced options solutions
 - Work with Council's IT department to identify and target specific clients and tailoring events for their needs – such as junior members of overcrowded social housing tenants

- Develop and implement a programme of training/briefings to a range of support agencies throughout Southwark promoting our partnership working and raising awareness of our holistic approach to their client-group
- Strengthen referral pathways to support agencies for young, vulnerable and elderly clients and develop mechanism to track outcomes for service users referred via our Trailblazer community outreach service
- Develop and agree content of web-based housing options wizard in order to improve access to holistic support services, linking to promotion of our outreach service and providing housing options advice and information with personalised action plans
- Tackle worklessness by increasing employment and training interventions within the Homesearch Centre and improving access to this service – linking into the housing options wizard and the Trailblazer community outreach service
- Develop and agree plan in partnership with St Giles to prevent homelessness by increasing the number of ex-offenders accessing private rented homes and link this to work and training opportunities
- Working with the Quality and Service Development Team, develop monitoring process to track progress and outcomes, gauge customer/agency/partner satisfaction and enable service improvements
- Develop links with the Community Hubs in Southwark, and work with them to identify key housing issues within each locality, based on the outcomes of our housing options outreach service.
- Ensure that the Trailblazer programme is fluid and dynamic to meet changes in demand over the lifetime of the programme
- Explore sustainability of outreach service after 2011 and research partnership bids to funding streams to support holistic approach
- Inclusiveness: Offer a non-stigmatising and non-threatening environment to assist our ethnically diverse customers to overcome the risk of social exclusion.

6. Linking into Southwark's Policies and Plans

- The strategic framework provided by Southwark's Homelessness Strategy and Lettings Policy supports homelessness prevention and our commitment to housing options
- Our Trailblazer outreach programme will build on our performance targets contained within our Housing Options Business Plan. It will increase the breadth and depth of our services, whilst investing further in building effective partnerships with key local organisations.
- We will build on our 'Regional Centre of Excellence' status through our outreach service to further prevent and manage youth homelessness in the borough
- Working within the grain of the LAA
Our Trailblazer plan reflects priorities included in the LAA:
 - Improving individual life chances – achieve economic well-being
 - Making the borough a better place for people – with the sustainable use of resources, more and better homes and a vibrant economy
 - Reducing the number of people in temporary accommodation; our TA model is considered a model of good practice

3. Action Plan

Objective 1 – Offer enhanced housing options outreach service

Lead Officer – Housing Options Initiatives Officer

In partnership with – Southwark Works, Blackfriars Settlement, St Giles, SASBU (Southwark Anti-Social Behaviour Unit), Red Kite Learning, South Bermondsey, Dulwich Wood, Kintmore and First Place Children's Centres, Borough & Bankside AHO and range of voluntary/community agencies

Supported by – Housing Options Officers, Private Tenancies Team, Initiatives Team, Housing Needs Officers, Housing Assessment & Support Services

Managed by – Trailblazer Manager

	Actions	What we intend to do	Current Service	Milestones	Resources	Target / Outcome	Complete by	Risks (H/M/L)
1.1	Raise awareness of enhanced options solutions within the local community, improving access and engagement with holistic support services	Offer an extensive programme of customer-focused outreach events/surgeries throughout the borough covering the full range of enhanced options solutions	A full housing options service is available in our Homesearch Centre in Peckham. We currently offer 500 housing options assessments per month but are keen to engage with customers who are at risk of exclusion or find it difficult to access services	Jan 2009 – deliver programme of events/surgeries from Jan to end March 2009 April 2009 – Agree programme of events for 2009/10 and 2010/11 Events to include Weekly and monthly surgeries in 6 geographical locations including Childrens Centres, Blackfriars Settlement Outreach surgeries in partnership with SASBU and St Giles for ex-offenders 2 x south American Community events pa at Elephant & Castle focusing on holistic support	Staff – Housing Options Initiatives Officer with support from Trailblazer Manager. Most venues are cost-free as we are working in partnership with voluntary agencies and offering services in their premises. Operational costs for outreach service: Cost of larger events: venues, advertising, publicity materials, postage and travel to all outreach venues and partner expenses 2009/10 - £4,750 2010/11 - £4,750	Raise the profile of housing options approach throughout the borough - providing an inclusive outreach service enabling people to access our holistic services. particularly with groups. This is linked to targets set out in 1.2 to 1.5 below In 2008/9 21 events delivered (Jan-Mar 09). Target for 2009/10 is minimum of 50 events/surgeries 2010/11 it is 60.	Schedule of events completed by April 2009	
1.2	Raise awareness of the outreach service with	Run a series of briefings with community groups and key agencies promoting the outreach service and the	Currently hold voluntary sector agency forum – 2 per annum - to update	Jan – end March 2009 deliver series of briefings April 2009 - Agree series of	Staff – Housing Options Initiatives Officer and Trailblazer	Raise the profile of housing options approach throughout	Schedule of targeted	

	statutory and voluntary agencies and community groups	process for accessing holistic services and arranging housing options assessments. Produce e-newsletter quarterly to update agencies on Trailblazer and housing options approach	agencies on latest initiatives	briefings for 2009/10 and 2010/11	Manager No cost for venues	the borough with agency staff Linked to all targets in 1.1 to 1.5. In 2008/9 14 briefings delivered. Target for 2009/10 is 10 and for 2010/11 is 15. 4 newsletters pa	briefings completed by June 2009 and then in response to identified need	
1.3	Increase access to employment/ training advice and information via our outreach service	Deliver the larger, key outreach options events (see 1.1) together with our partner Southwark Works targeting all working-age customers who are workless	Currently offer an employment advice service within our Homesearch Centre in Peckham. Aim to attract customers who have difficulty accessing this service via outreach events	April/May 2009 – agree the key events for Southwark Works employment adviser to attend to include 4 x employment and housing events	Staff – Southwark Works Employment Adviser Venue costs included in 1.1 above	2009/10 Engage with 40 workless clients at outreach events and refer through to main service. 2010/2011 Engage with 50 workless clients through outreach Linked to 1.1 and 1.2	March 2010 March 2011	Reluctance of clients to engage (M) This risk can be mitigated by high profile promotion or service and targeting clients
1.4	Increase access to housing options solutions via outreach	Through outreach surgeries and events engage with people, identify their needs and arrange where appropriate for referrals to <ul style="list-style-type: none"> Housing options appointments Overcrowding initiative Underoccupation initiative Registrations appointments Provide housing options advice direct to people within the community, following up in writing Provide realistic advice about Southwark Homesearch Scheme and bidding including estimated waiting times – and pursuing alternatives if	Currently offer this service within our Homesearch Centre in Peckham. Aim to attract customers who have difficulty accessing this service via outreach events	Engage with customers via outreach events at 1.1 above May 09 Develop personalised action plan template for outreach clients March 2010 – produce evaluation report of outreach service for last 12 months and consider sustainability of service after 2011 and recommendations March 2011 – produce evaluation report of outreach service including outcome of consideration of sustaining	Staff time – Housing Options Initiatives Officer, Trailblazer Manager Venue/host costs already covered by above	All people approaching outreach service to be offered appropriately tailored advice and referral 2009/10 Engage with outreach customers <ul style="list-style-type: none"> - 50 HO Appts - 100 detailed advice - 20 referrals to overcrowding initiative - 20 referrals to under-occupation scheme - 50 referrals to ME scheme - 25 housing registrations 	March 2011	

		<p>unlikely to be assisted</p> <p>Ensure all tenants are able to access Southwark's house-exchange mutual exchange scheme</p> <p>Research agency services and community groups to support recent arrivals from new EEA communities to signpost</p>	Groups are ineligible for statutory assistance	<p>outreach service</p> <p>June/July 09 – complete information sheet for outreach approaches</p>		<p>2010/2011 Engage with outreach customers</p> <ul style="list-style-type: none"> - 60 HO Appts - 120 detailed advice - 25 referrals to overcrowding initiative - 25 referrals to under-occupation scheme - 60 referrals to ME scheme - 25 housing registrations 		
1.5	Increase wellbeing and sustainment by referrals to debt advice and support	<p>Through outreach surgeries and events engage with customers and arrange referrals to</p> <ul style="list-style-type: none"> • Debt advice • Tenancy sustainment • Agencies to support vulnerable, young and elderly • Credit union <p>Produce debt/arrears information sheet</p>	<p>Currently refer clients via our Homeseach Centre to Southwark Reach (vulnerable), Seasons (elderly) and Hexagon (young people); debt advice via partner Capitalise and Southwark's credit union</p> <p>Currently have a booklet</p>	<p>May 09 Agree key events dates and venues with Southwark Reach/other agencies; Agree protocol/ direct referral system for debt support</p> <p>To include 4 x Housing and financial wellbeing events covering advice about debt, LHA, welfare benefits, employment, health and housing</p> <p>April 09 – research consumer</p>	<p>Staff time - Staff time – Housing Options Initiatives Officer, Trailblazer Manager and support agency staff</p> <p>Quality & Service</p>	<p>2009/10</p> <ul style="list-style-type: none"> - 30 referrals to debt/benefit advice - 25 to credit union - 40 clients per annum referred to partner support agencies and outcome tracked <p>2009/10</p> <ul style="list-style-type: none"> - 40 referrals to debt/benefit advice - 30 to credit union - 50 clients per annum referred to partner support agencies <p>Information about debt</p>	<p>March 2010</p> <p>March 2011</p> <p>May 09</p>	

		signposting people to help and advice for inclusion in letters and make available in Homesearch Centre, Homesearch Magazine and on website	about debt ; the proposed information sheet will provide simple, at-a-glance signposting	and debt assistance May 09 Produce information sheet	Development Officer Cost: £500	advice and help made widely available to enable local people to help themselves		
1.6	Provide tools to enable non-priority applicants to find their own housing solution	Increase access to alternative solutions by developing a private sector home seekers guidance pack aimed at non-priority home seekers (including single people, junior members of overcrowded households and non-homeless households)	Currently provide some general advice and literature	March 2009 – complete update of private landlords and agency database including information on LHA and HB-friendly landlords April 2009 – research flat-sharing websites	Staff time – Quality & Service Development Officer Other costs – printing /copying of booklet £1k	June 09 Pack produced and made available to local people seeking a home via our Homesearch Centre and through outreach work	June 09	
1.7	Raise profile of low cost homeownership opportunities with tenants to free-up social housing and/or relieve overcrowding and satisfy needs of local key workers	Deliver LCHO events with zone agent partner and Home Ownership Unit. Specifically target existing social housing tenants who have withdrawn RTB application following valuation; target junior household members of overcrowded households to relieve overcrowding; target key workers from Guys and Kings Hospitals	Currently we promote and publicise LCHO via our Homesearch CBL magazine but have not as yet pursued a targeted approach	June 2009 - Agree venue and dates with partners July/Aug 2009 – Agree mailing list of tenants with Home Ownership Unit August 2009 – run reports to identify junior household members from overcrowded households	Staff time: Housing Options Initiatives Officer; Trailblazer Manager; partner agencies Venue costs, publicity and postage included in costs in 1.1	Events in October 2009 February 2010 And September 2010 February 2011 Targets to be agreed with zone agent partner	Up to Feb 2011	M to H risk depending on economic climate and lending availability
1.8	Improve consistency of enhanced housing options approach	Develop and produce a Housing Options Toolkit to include all options, support services and welfare benefits and debt referral advice	Service already has comprehensive policies and procedures. The toolkit will assist with outreach and provide consistent approach within Homesearch Centre	February 09 – agree contents of kit March 09 – commence work on collating information including	Staff time – Quality Team	Successful production of tool kit resulting in people receiving fully comprehensive and consistent advice	June 09	No risks

Objective 2 – Build confidence and support people into work and training

Lead Officer – Southwark Works Employment Advisor

Supported by – Housing Options Initiatives Officer, Trailblazer Manager, Customer Service Team and Housing Options Team

Managed by – Southwark Works

	Actions	What we intend to do	Current Service	Milestones	Resources	Target / Outcome	Complete by	Risks (H/M/L)
2.1	Improve access to work and training for people approaching our Homesearch Centre	<p>Double our employment interventions through Trailblazer by funding a second employment adviser in partnership with Southwark Works to assist people into</p> <ul style="list-style-type: none"> • work and training • help with CVs • advise on interview techniques • assist in confidence building <p>We offer both drop-in and appointments and all clients attending a housing options assessment are given opportunity of seeing employment advisor if they are workless or interested in training</p>	Prior to Trailblazer we offered a 2 day per week employment advice service within our Homesearch Centre	Nov 08 - Offer capacity for additional 25 employment interventions per week. This is linked to 1.3 outreach events	Staff costs: part-time employment adviser:	<p>November 2008 – second employment adviser recruited</p> <p>25 people engaged with Southwark Works per month</p> <p>Targets tba with partner for</p> <ul style="list-style-type: none"> • CV assistance • Moving into training • Moving into employment 		<p>Lack of engagement with people (M risk)</p> <p>Develop robust publicity strategy to address this</p>
2.2	Raise profile of employment service with local people in Southwark	Promote service through a range of methods including Homesearch Magazine and Website, outreach service, one stop shops, area housing offices, voluntary sector support partners	Flyers in Homesearch Centre and these are inserted in permanent offer letters to homeless clients in temporary accommodation	April/May 09 Develop publicity strategy to ensure profile of service is raised	Staff time – Quality & Service Development Officer, Housing Options Initiatives Officer- to agree publicity strategy, methods and materials	Local people are able to access the employment advice service	May 09 and ongoing	

Objective 3 – Prevent homelessness and increase access to private sector solutions for ex-offenders

Lead Agency – Our partner: St Giles – Through the Gate Project

Supported by – Trailblazer Manager and Housing Options Services

Managed by – St Giles – Through the Gate Project

	Actions	What we intend to do	Current Service	Milestones	Resources	Target / Outcome	Complete by	Risks
3.1	Prevent homelessness by assisting ex-	Our bid partner St Giles – Through the Gate Project is able to assist ex-offenders with a private rented home	Southwark has funded initial pilot scheme to assist a limited number	April/May 09 Meet with St Giles to agree process and targets	£10,000 pa for incentives for 2009/10 and further £10,000	Provisionally, anticipate assisting 15 ex-offenders access private rented home	2011	

	offenders to access suitable private sector homes and link this to work and training	following their release from prison. Trailblazer funding will cover the costs of increasing the number of people assisted through this scheme and St Giles will also refer on for employment and training advice	of ex-offenders with housing		for 2010/11	in 2009/10 and further 15 in 2010/11 – this to be confirmed with St Giles		

Objective 4 –Enhance Southwark Homesearch website by introducing a Housing Options Wizard
Partnership: Abritas and Housing Options Services
Managed by – Trailblazer Manager

	Actions	What we intend to do	Current Service	Milestones	Resources	Target / Outcome	Complete by	Risks
4.1	Enhance Southwark Homesearch website by introducing a Housing Options Wizard to reinforce our housing options approach, improve information and signpost people to holistic services	<p>Work closely with Abritas (our bid partner and CBL provider) to develop a housing options wizard to direct people using the website to other options and support services.</p> <p>This will involve a series of questions and depending on the answers the wizard will guide people towards support and/or solutions. Questions to include:</p> <p><i>Are you working:</i> if yes will guide to LCHO, private renting/ flat-sharing etc</p> <p>If not working, will guide towards Southwark Works and employment advice</p> <p><i>Do you have arrears:</i> guide towards debt advice and support</p> <p><i>Are you overcrowded/underoccupying:</i> - will inform about initiatives</p> <p>Do you have difficulty coping: guide to support agencies</p> <p>The system will produce a personalised action plan tailored to individual needs</p>	Currently our Homesearch website and magazine includes general promotional information about different housing options	<p>October 2008 – production of brief for Southwark's requirements</p> <p>February 09 – Meeting with Abritas and 2 other Trailblazers to discuss this further</p> <p>April 09 – Further meeting with Abritas to refine specification</p>	£20k provisional sum	<p>End 09 Go live with website enhancements incorporating links to holistic support agencies and to raise awareness of range of services and solutions</p> <p>All users to be guided towards appropriate and effective advice and support and able to generate a personalised action plan</p>	End 2009	There may be a risk of wizard not meeting all of our needs (L)
4.2	Monitor and	After the first 12 months of operation of	n/a	Agree method of monitoring	Staff time – Quality	Continuous improvement	End 2010	

	evaluate success of the Housing Options Wizard	the wizard we will carry out a customer satisfaction survey. The outcome of this will be fed into an evaluation report and improvements suggested in order to respond to changing needs		use with Abritas and produce monthly/quarterly reports	and Service Development Officer	and ensuring a customer-focused service		

Objective 5 -

Lead Officer – Trailblazer Manager

Supported by – Quality and Service Development Officer, staff from Housing Options Services and Housing Assessment and Support Services

	Actions	What we intend to do	Current Service	Milestones	Resources	Targets/Outcomes	Complete by	Risks
5.1	Ensure that our prevention experience and enhanced housing options approach is shared with other authorities	Develop mentoring programme focusing on specific authorities agreed with CLG to include: <ul style="list-style-type: none"> • Dissemination of good practice including Housing Options Toolkit • Focus on our whole systems approach • Homelessness prevention • Culture change • Achieving qualifying offers • Outreach updates and outcomes • Briefings/presentations • Shadowing • Statistical data 	We currently share good practice and our experiences with authorities on an ad hoc basis. Several authorities have visited our Homesearch Centre including neighbouring boroughs as well as colleagues from the Midlands and other areas	Feb 09 – p/t Quality & Service Development Officer recruited April/May 09 – agree mentoring strategy to include - e-bulletins - visits to centre and tailoring to needs	Staff costs – p/t Q & S Development Officer and Trailblazer Manager Staff time – Housing Options staff sharing experiences through briefings	Targets to be agreed with CLG in relation to number of authorities to be mentored	2011 but will continue on after this on ad hoc basis as and when requested by any other authorities	No risks identified

4. Budget

Expenditure

	Year 1	Year 2	Year 3	TOTAL
Staffing				
Housing Options Initiatives Officer (1 FTE, inc on costs)	£13500	£40,000	£40600	
Quality and Service Development Officer (0.5 FTE inc on costs)	£3500	£20000	£20300	
Trailblazer Manager (1 FTE inc on costs)		£50,000	£50740	
Employment Adviser (0.4 FTE inc on costs)	£8000	£24000	£24360	
Total Staff expenditure	£25,000	£134,000	£136,000	£295,000
Partner project costs				
Website enhancement – Abritas		£18,000		
St Giles – Through the Gate Project		£10,000	£10,000	
Total Partner costs		£28000	£10,000	£38,000
Other Costs				
Debt Information Sheet		£500		
Private sector pack		£1000		
Outreach travel		£500	£500	
Venues		£3500	£3500	
Publicity, postage		£750	£750	
Total other costs		£6250	£4750	£11,000
TOTAL				<u>£344,000</u>

Staff time

In addition to the Trailblazer-funded posts, staff from the Housing Options Services – Quality team, Options team, Initiatives team, Private Tenancies team and the Housing Assessment and Support Services (including Youth Homelessness team and Resettlement Service) will be involved in supporting the Trailblazer programme (advice work, briefings, mentoring, production of materials and information packs and supporting outreach service).

The contribution from these business units has not been included in the budget.

Premises for outreach work

Other local agencies are providing premises for outreach work free of charge including Children's Centres at Kintmore Way, South Bermondsey, Dulwich Wood and First Place, Blackfriars Settlement SE1 and Red Kite Learning have all provided premises for outreach free of charge.

5. Measuring progress and evaluating our programme

We have invested significant capital refurbishing our premises in Bournemouth Road, Peckham in order to open our new Homesearch Centre in December 2007.

We have seen a steady rise from people seeking advice and assistance on a range of housing options solutions and holistic support. Over 20,000 people called into the Centre over the past year, and we offered 500 housing options assessments per month. Almost 80,000 people contacted our telephone advice line. Homeless presentations has however reduced due to our focus on prevention work and assisting people with alternatives in the private rented sector – over 600 households have been assisted in this way over the last year. However there is still considerable need in the borough with high levels of deprivation, poverty and overcrowding and with approximately 67,000 people workless. One in four has no or low skills. We aim to support people in need through this programme by reaching an even wider audience whilst also focusing on isolated groups and passive applicants who have found it difficult to access services.

Objective	Ref	Indicator description	Comments	Existing Indicator?	Baseline 2008/9	Target	
						2009/10	2010/11
Raise awareness of enhanced solutions within local community, improving access and engaging with holistic support	1.1	Number of Events/surgeries delivered	Our original bid included a target of delivering 40 events pa. However following our preparatory work it is clear that there is a need for more. Intensive work has been undertaken between Jan and March 09 with 21 events/surgeries delivered	No	See comments	50	60
Raise awareness of the outreach service with statutory and voluntary agencies and community groups	1.2	Number of briefings delivered	14 briefings were delivered between Jan and March 09 to a range of agencies to raise profile and to lay solid foundation for forthcoming programme over next two years. We therefore estimate that 10 would be an appropriate figure for this coming year and with an increase in the following year.	No	See comments	10	15
Increase access to employment/training advice and information via our outreach service	1.3	Engage with workless people at key outreach events over the year Specific target to be agreed with partner in relation to - CV assistance - Help with interview techniques - Access to work - Access to training	This target only relates to events; there is a separate target at point 2 below for employment advice within our Homesearch Centre	No	n/a	40	50

Increase access to housing options solutions via outreach	1.4	The number of referrals for housing options appointments	The target is 50 for referral for appt and intend to monitor % attending	No	n/a	50	60
		The number offered detailed advice	Where advice followed up in writing			100	120
		Referrals to Overcrowding initiative	Second year target dependent on pathfinder funding being available			20	25
		Referrals to underoccupation scheme				20	25
		Referrals to mutual exchange scheme	Southwark joined house-exchange scheme this year and there are currently 803 registered on scheme		See comments	50	60
		Number of housing registrations	Our service is focuses on alternative solutions but we recognise the need for social housing solutions			25	25
Increase wellbeing and sustainment by referrals to debt advice and support	1.5	Number of people referred for:		No			
		Debt/benefit advice	Includes referrals to Capitalise, Blackfriars debt advice, HB etc			30	40
		Agency support	This includes our partner agencies assisting vulnerable clients with sustainment			40	50
		Credit Union				25	30
Raise profile of low cost homeownership opportunities with tenants to free-up social housing and/or relieve overcrowding and satisfy needs of local key workers	1.7	Number of events delivered	Events in October 09 and Feb 2010 September 2010 and Feb 2011			2	2
		Number of applicants referred to zone agent	Target to be agreed with zone agent			Tba	
Improve access to work and training for people approaching our Homesearch Centre	2.1	Number of people engaged with Southwark Works per month in the Homesearch Centre Specific target to be agreed with partner in relation to - CV assistance - Help with interview techniques - Access to work - Access to training	Capacity for 25 appointments per week – target is to engage with 25 per month			25 pm	25pm
Prevent homelessness by assisting ex-offenders to access suitable private sector homes	3.1	Number of homelessness preventions by partner St Giles	Via private sector incentives – provisional target – this is to be confirmed with partner			15	15

6. Monitoring & Evaluation

All targets to be included in Business Plan for Housing Options Services for 2009/10 and similarly the following year. This will be used to monitor performance month by month against targets and reported to the CLG as required and within progress meetings with the Specialist Advisor.

A report on the evaluation of the first year of the outreach service is planned for March 2010. Sustainability of the outreach service will also be explored.

An evaluation of the entire programme will be undertaken in March 2011. Additionally this will include an evaluation of the mentoring service and the results circulated to all relevant authorities and CLG.