

AGENDA



CABINET

MONDAY, 2 JULY 2012

11.00 AM

**COUNCIL CHAMBER, COUNCIL OFFICES, ST PETERS HILL,
GRANTHAM**

Beverly Agass, Chief Executive

MEMBERS: Councillor Mrs. Linda Neal (Leader/Portfolio: Policy, Strategy and Strategic Partnerships), Councillor Paul Carpenter (Deputy Leader & Portfolio: Governance & Communication), Councillor Mrs Frances Cartwright (Portfolio: Grow the Economy and Economic Development), Councillor John Smith (Portfolio: Green, Healthy and Arts), Councillor Mike Taylor (Portfolio: Strategic Resources - Well Run Council) and Councillor Teri Bryant (Portfolio: Good Housing)

Committee Support Officer: Lucy Bonshor 01476 40 61 20
e-mail: l.bonshor@southkesteven.gov.uk

Members of the public are entitled to attend the meeting of the Cabinet at which key decisions will be taken on the issues listed on the following pages. Key decisions are marked *.

1. APOLOGIES

2. **MINUTES OF THE MEETING HELD ON 11 JUNE 2012**
(Enclosure)
3. **DECLARATIONS OF INTEREST (IF ANY)**
4. ***LINCOLNSHIRE COUNTY HOMELESSNESS STRATEGY**
Report number HST41 by the Good Housing Portfolio Holder. *(Enclosure)*
5. ***ICT STRATEGY**
Report number HOF203 by the Governance and Communication Portfolio Holder. *(Enclosure)*
6. **MATTERS REFERRED TO CABINET BY THE COUNCIL, SCRUTINY COMMITTEE OR THE POLICY DEVELOPMENT GROUPS**
7. **ITEMS RAISED BY CABINET MEMBERS INCLUDING REPORTS ON KEY AND NON KEY DECISIONS TAKEN UNDER DELEGATED POWERS.**
8. **REPRESENTATIONS RECEIVED FROM MEMBERS OF THE PUBLIC ON MATTERS WITHIN THE FORWARD PLAN (IF ANY)**
9. **REPRESENTATIONS RECEIVED FROM NON CABINET MEMBERS**
10. **ANY OTHER BUSINESS WHICH THE CHAIRMAN, BY REASON OF SPECIAL CIRCUMSTANCES, DECIDES IS URGENT**



MEETING OF THE CABINET
11 JUNE 2012 - 11.00 AM – 11.08 AM

PRESENT:

Councillor Paul Carpenter
Councillor Mrs Frances Cartwright
Councillor John Smith
Councillor Mike Taylor
Councillor Teri Bryant

Councillor Mrs. Linda Neal - Chairman

Chief Executive (Beverly Agass)
Strategic Director (Ian Yates)
Head of Development & Growth (Mark Williets)
Planning Policy & Partnerships Service Manager (Karen Sinclair)
Planning Policy Officer (Urban Extensions) (Andy Moger)
Head of Finance/Deputy Section 151 Officer (Richard Wyles)
Head of Legal and Democratic Services/Monitoring Officer (Lucy Youles)
Cabinet Support Officer (Lucy Bonshor)

CO5. MINUTES

The minutes of the meeting held on 21st May were agreed as a correct record of the decisions taken.

CO6. DECLARATIONS OF INTEREST (IF ANY)

None declared.

CO7. PLANNING OBLIGATIONS SUPPLEMENTARY PLANNING DOCUMENT

Decision:

Cabinet approves the following:

- 1) **Notes the comments received in response to the public consultation on the Draft Planning Obligations SPD.**
- 2) **The proposed changes to the Draft Planning Obligations SPD as set out in Appendix A to report PLA931.**
- 3) **The Planning Obligations SPD, as amended in accordance with recommendation 2) above is adopted as a Supplementary Planning Document subject to the approval of the Portfolio Holder.**
- 4) **The Planning Obligations SPD to take affect following the end of the call in period and to be applied to all qualifying planning applications registered as valid after this date.**

Considerations/reason for decision:

- 1) Report PLA931 under the portfolio Grow the Economy and Economic Development.
- 2) The Draft Planning Obligations SPD was approved for public consultation in November 2011, with consultation taking place widely between 2nd December 2011 and 27th January 2012.
- 3) Following publication of the National Planning Policy Framework in March 2012 the Policy Framework section of the SPD required updating to reflect changes in the national policy with reference to Planning Policy Statements and Planning Policy Guidance notes.
- 4) Representations and proposed amendments received during the consultation period.
- 5) Comments made by Portfolio Members at the meeting.

Other options considered:

Not to adopt the document as a Supplementary Planning Document but continue to rely on the informal process of negotiating Section 106 Agreements.

DATE DECISION EFFECTIVE:

Decision CO07, as made on 11th June 2012 can be implemented by 20th June unless subject to call-in by the Scrutiny Committee Chairman or any five members of the Council from any political groups.

**South Kesteven District Council, Council Offices, St. Peter's Hill, Grantham,
Lincolnshire NG31 6PZ**

**Contact: Cabinet Support Officer - Lucy Bonshor Tel: 01476 40 61 20
e-mail: l.bonshor@southkesteven.gov.uk**

REPORT TO CABINET

REPORT OF: GOOD HOUSING PORTFOLIO HOLDER

REPORT NO: HST41

DATE: 2 JULY 2012

TITLE:	Lincolnshire County Homelessness Strategy 2012-2016	
KEY DECISION	Key Decision	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Councillor Terl Bryant Good Housing Portfolio Holder	
CONTACT OFFICER:	Ian Richardson – Interim Head of Housing & Neighbourhoods 01476 406063 Email: i.richardson@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required:
Equality and Diversity	Carried out by West Lindsey District Council on behalf of the County Homelessness Strategy Group and attached at Appendix 3	No
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Your Council and Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	Lincolnshire Homelessness Strategy Review http://www.west-lindsey.gov.uk/residents/housing/housing-strategy/homelessness-strategies?tab=downloads Presentation to SKDC Communities Policy Development Group 18 May 2012	

1. RECOMMENDATION

1.1 That Cabinet adopt the Lincolnshire County Homeless Strategy 2012-16.

2. PURPOSE OF THE REPORT

- 2.2 To inform Cabinet of the background to, and content of, the Lincolnshire County Homelessness Strategy 2012-2016 and action plans; and to request its adoption to satisfy the statutory requirement placed on us under the Homelessness Act 2002.

3. DETAILS OF REPORT

- 3.1 The Homelessness Act 2002 requires that all local authorities carry out a review of homelessness in their areas and formulate and publish a strategy based on the findings. South Kesteven, along with the 6 other Lincolnshire districts, have done this collectively since 2003. This latest strategy will be the third one produced together.

- 3.2 In June 2008 Cabinet adopted the Countywide Homelessness Strategy for 2008-2012 in which the key aims were:

- To increase access to different types of good quality accommodation
- To prevent homelessness through early intervention and support services
- To work in partnership to ensure that we are getting services right

- 3.3 In the lifetime of the current strategy the district of South Kesteven has seen the direct benefit of:

- A continuous floating support service for 130 households funded by Supporting People
- The provision of a 6 bed direct access hostel for single homeless funded by Supporting People
- Foyer status for the Young Persons scheme in Grantham; enabling the provision of practical advice & support on housing matters, education, employment and training; helping to equip residents with the appropriate independent living skills in preparation for move-on at a later date

- 3.4 Countywide there have been additional services (accessible by SKDC customers) covering 'Nightstop', provision for Rough Sleepers, mother and baby units, supported housing, provision for youth homelessness and homelessness prevention schemes delivered through agencies such as Nacro, Probation Service, Addaction and Mental Health Services.

- 3.5 For customers of all Lincolnshire County Districts there has been a greater consistency in service delivery and access as a consequence of the 'joined up' approach provided by the Countywide strategy.

- 3.6 In late 2011 the Lincolnshire County Homeless Strategy Group (made up of the 7 districts along with a wide range of other stakeholders) carried out a review; to establish the extent of homelessness across the county; to

identify what is currently being done and by whom, and what levels of resources are available to tackle and prevent homelessness.

- 3.7 Having undertaken this review, there is now a clearer picture of homelessness and its associated problems which underpins a new 5 year homelessness strategy.
- 3.8 The full review document runs to 119 pages. The emerging themes for the new strategy which have been developed in partnership with the other stakeholders & service users and having regard for wider sub-regional and regional plans are:
 - Partnership Working
 - Prevention
 - Young People
 - Welfare and Policy Reform
 - Rough Sleeping
- 3.9 Detailed actions and deliverables relating to these themes are attached to this report in Appendices 1 & 2.
- 3.10 These themes were relevant and consistent for all the Lincolnshire districts; the reasons for homelessness are, with only a few exceptions, the same for all. There are differences in relation to volumes and size within the themes e.g. rough sleeping is more prevalent in Boston; SKDC have greater numbers of owner occupiers which results in more activity in mortgage repossession work; East Lindsey has increased demand from the travelling community; Lincoln has a greater number of prison leavers trying to access housing.
- 3.11 That said the themes are wide ranging and reflect the needs and requirements of each of the Districts.
- 3.12 The County Homelessness Group is well supported by Regional and Sub-Regional advisors and has received a number of accolades as a good practise model.
- 3.13 Communities and Local Government (CLG) funding totalling approximately £700k has also been secured; both to build on and develop County-wide services and deliver many of the actions within the strategy. For SKDC's part much will be embraced as part of a business as usual approach facilitating better and more consistent customer access & information plus a more effective use of resources.
- 3.14 The funding from CLG covers:
 - £70k for a Countywide Youth Homelessness Co-ordinator and funding towards the annual schools theatre tour

- £50k for an initial Rough Sleeping Service for Lincolnshire & Rutland. This service has recently received a further award of £247k covering 3 more years
- £15k for joint training on responsibilities towards homeless 16/17 year olds for district council housing and County Council children's services officers
- £259k for Lincolnshire & Rutland district councils to develop a range of initiatives for single homeless people; these are included in the strategy action plan and have been approved by CLG

3.15 The overall homelessness strategy does not commit SKDC to any further expenditure other than that it is already expending from its £106k annual Homelessness Prevention funding from CLG.

4. OTHER OPTIONS CONSIDERED

4.1 None. All local authorities are required by the Homelessness Act 2002 to produce a Homelessness Strategy.

5. RESOURCE IMPLICATIONS

5.1 The strategy has been developed by the 7 Lincolnshire District Councils. The cost of employing an officer to co-ordinate the strategy is £3,800 per District per annum.

5.2 This, and any actions within the strategy, (with a cost for SKDC) will be funded by Homelessness prevention grant. Many actions will be dealt with through a business as usual approach for SKDC as Homelessness and Housing advice is a statutory function.

6. RISK AND MITIGATION (INCLUDING HEALTH AND SAFETY AND DATA QUALITY)

6.1 None arising from this report. SKDC does, however, have open ended statutory obligations under homelessness legislation which must be met e.g. provision of emergency accommodation; discharge of homelessness duty.

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

7.1 An assessment has been undertaken by the County Homelessness Group to ensure proposed actions meet any legal obligations and are in line with Councils' Equality Policies. The report is attached at Appendix 3. There are no major changes proposed.

8. CRIME AND DISORDER IMPLICATIONS

8.1 None specific to this strategy. Certain actions within the strategy relate to customers who may be prisoners, prison leavers or ex-offenders.

9. COMMENTS OF FINANCIAL SERVICES

- 9.1 It can be confirmed that SKDC is receiving a grant allocation of £106,470 for Preventing Homelessness for 2012/13. For information, Boston Borough Council is the administering authority for the allocation of £259,000 awarded to the County Group for Single Homelessness and Rough Sleepers service.

10. COMMENTS OF LEGAL AND DEMOCRATIC SERVICES

- 10.1 Under the *Homelessness Act 2002* all housing authorities must have in place a homelessness strategy based on a review of all forms of homelessness in their district. The first strategy was required by July 2003 and it must be renewed at least every 5 years (unless this duty has been disapplied by the Local Authorities *Plans and Strategies (Disapplication) (England) Order 2005*). The social services authority must provide all reasonable assistance.
- 10.2 Department of Communities and Local Government Homelessness code of guidance states that the strategy must set out the local authority's plans for the prevention of homelessness and for securing that sufficient accommodation and support are or will be available for people who become homeless or who are at risk of becoming so.

11. APPENDICES

- APPENDIX 1 Homelessness Strategy 2012-2016
- APPENDIX 2 Strategy Action Plan 2012/2016
- APPENDIX 3 Equality Impact Assessment

APPENDIX 1

Lincolnshire County Homelessness Strategy 2012 – 2016

Contents	Page
Foreword	3
Executive Summary	4 - 6
1.0 – Introduction	7 - 10
2.0 National Strategic context	11 - 13
3.0 Countywide Strategic context	14 - 15
4.0 Legal Framework	15
5.0 Homelessness in Lincolnshire	15 - 21
5.1 – Why do we prevent homelessness	15 - 16
5.2 - Homelessness acceptances	17 - 18
5.3 – Reasons for Homelessness	18 – 21
6.0 Our priorities	21 - 40
6.1 Prevention	22 - 29
6.2 Partnership Working	29 - 32
6.3 Welfare and Policy Reform	32 - 34
6.4 Young People	34 - 35
6.5 Rough Sleeping	35 - 37
6.6 Move On	38 - 39
7.0 Resources and funding	40 - 41
8.0 Monitoring of the strategy	40 - 41
9.0 Action plan	see separate Document
10.0 Glossary of terms	
11.0 Useful Links	

Foreword

On behalf of the Lincolnshire County Homelessness Strategy Group (LCHSG), I am proud to present Lincolnshire's third Homelessness Strategy 2012 – 2016; a strategy that will support homeless households and those at risk of homelessness in Lincolnshire through a changing policy environment, and challenging economic climate.

The LCHSG is a strategic partnership between the seven Lincolnshire local housing authorities, Lincolnshire County Council, and a range of support providers and voluntary agencies.

A considerable amount has been achieved to prevent homelessness throughout the life of the Lincolnshire County Homelessness Strategy 2008 – 2012 and successes can be attributed to a proactive approach to homeless prevention.

The third Homelessness Strategy will continue to build on the successes of the 2008 -12 strategy and develop further initiatives to improve the lives of those at risk of, or affected by homelessness across Lincolnshire.

The strategy action plan also contains additional actions to prevent and tackle non priority homelessness and rough sleeping. This has been made possible through dCLG grant funding for the Sub Region of Lincolnshire and Rutland. Lincolnshire is pleased to welcome Rutland into its partnership to work with us to effectively meet the needs of homeless and vulnerable people.

Signature; Michelle Howard
Home Choices Team Manager, West Lindsey District Council
Chair of Lincolnshire County Homelessness Strategy Group

Executive Summary

“Homelessness is not just a problem of scale. It’s also a problem of complexity – no two people lose their home for the same reason. They all have different life stories... For some it’s a dramatic change like losing a job, or leaving the armed service. For others, it is a problem with drugs or alcohol. In some cases, it is family breakdown or mental illness. For many, it’s a combination of all of these”.

HM Government: No Second Night Out Nationwide (2011)

In line with the National picture, homelessness in Lincolnshire is increasing. Increased unemployment and a potential rise in repossessions, combined with higher levels of personal debt will lead to many more people in our area becoming at risk of losing their home. Compounded by welfare reform and policy change, limited supply of social housing and limited development of affordable housing, there has never been more need to work as a partnership in Lincolnshire.

The complexity of homelessness requires innovative partnership working - sharing skills, expertise and supporting one another - to prevent and tackle homelessness for each person in need of our services.

Lincolnshire is the 4th largest county in England and the 4th most sparsely populated. A county of contrasts with diverse landscapes covering coastal, rural and urban areas, Lincolnshire has concentrations of population around the city of Lincoln and market towns. Rural and coastal areas present particular challenges with the coastal area characterised by high concentrations of deprivation and high levels of low paid seasonal work, while rural areas have low population density areas, poor road networks and transport infrastructure coupled with social isolation. Lincolnshire housing authorities differ in terms of their stock holding positions, diverse range of customer’s needs and homelessness priorities.

Historically, cross authority partnership working across 2 tier authorities has proved difficult to achieve in most areas. However the seven local authorities in Lincolnshire have a strong track record of working collectively, together with other agencies and service users through the well established **Lincolnshire County Homelessness Strategy Group (LCHSG)** to tackle and prevent homelessness in a coordinated way, proactively addressing homelessness issues and developing new initiatives. Lincolnshire has developed its Homelessness Strategy 2012 – 2016, through a strong partnership between all of those agencies.

The strong foundation and innovative partnership in Lincolnshire has also been recognised as an example of best practice and continues to strive for development and improvement.

The Lincolnshire Homelessness Strategy 2012 – 2016 is a framework for all Seven Lincolnshire authorities, to deliver in partnership with our stakeholder's, our priorities to prevent and tackle homelessness during a changing policy environment and challenging economic climate. Aligned with national and regional priorities, this document sets out our key priorities to ensure sufficient access and support to those at risk of homelessness across our county.

The LCHSG strives to develop and maintain the strategic aims developed for Lincolnshire's Homelessness Strategy 2008 – 2012; to continue

- To prevent homelessness through early intervention and targeted prevention;
- To increase access to good quality suitable accommodation;
- To offer support where homelessness has already occurred.

However homelessness remains a complex issue; compounded also by a time of austerity and economic challenge.

Building on Achievements So Far

The 2008 – 2012 County Homelessness Strategy Action Plan has been successful in bringing together partner agencies to tackle and prevent homelessness across Lincolnshire. Achievements through the strategy include:

- Actively engaging in partnership working with our providers, at county and district level. District forums are run across the county, and are well attended by partner agencies
- Increased focus on and commitment to homelessness prevention across Lincolnshire
- Actively engaging with Regional Homelessness Issues across the East Midlands has been valuable for awareness of regional context and to share ideas and best practice
- Positive relationships developed with key agencies (including Homes and Communities Agency (HCA), Communities and Local Government (dCLG), Homelessness Link and National Treatment Agency (NTA); supporting and raising the profile of Lincolnshire
- Emergency 'Nightstop' schemes successfully developed in South Holland and East Lindsey
- Better understanding of needs, and of legislative requirements has led to accommodation and support provision for young people becoming a priority for Lincolnshire

- Achievement against Government target to reduce the number of households living in temporary accommodation has been achieved
- Commitment to tackling empty properties - Funding secured and Empty Property Pilot project launched in NK, COL, & WL
- Continued commitment and investment to supporting a programme of interactive homelessness awareness in secondary schools through the Zest Theatre Tour
- Successful recession awareness campaign carried out and 55 households prevented from becoming homeless through the Government Mortgage Rescue Scheme to date
- Continued investment in practitioners' personal and professional development
- dCLG grant funding of £70,000 CLG grant received to tackle youth homelessness across Lincolnshire. This was used to fund a youth housing coordinator for 12 months. The remainder of the funding contributed to the Zest Theatre Tour for 2011 and 2012.
- dCLG grant funding of £50,000 (across the Lincolnshire – Rutland sub region) received to tackle rough sleeping. The Lincolnshire and Rutland Authorities adopted a single approach, and commissioned a partner agency to tackle rough sleeping across the sub region. This approach has been acknowledged by dCLG and Homeless Link as Best Practice
- dCLG grant funding of £15,000 received specifically to train and develop knowledge of housing and children's services officers on legal responsibilities for supporting and accommodating 16/17 year olds at risk of homelessness. Subsequent good practice and partnerships formed with children's services. Ongoing development has been achieved through the appointment of Lincolnshire's Youth Housing Coordinator in January 2012.
- Ongoing commitment to fund Lincolnshire's Homelessness Strategy Officer. The post is currently funded, through district council contributions, to 31st March 2013. This post brings together in a coordinated way all seven district councils and stakeholders homelessness practices and actions to prevent homelessness and drives forward the actions of this strategy.
- Developed multi agency focus on enabling 'move on' by bringing the move on action plan into the LCHSG

1.0 Introduction

The latest National Statutory Homelessness data shows an increase in the number of households being accepted as statutory homelessness. In 2011 48,510 households were accepted as homeless, in England up 14% from 42,390 acceptances in 2010. In the changing policy environment and challenging financial climate Lincolnshire housing authorities and their partner agencies will need to work in partnership to prevent homelessness and ensure that the needs of homeless and vulnerable people are met during a time of likely increase in demand for our homeless services.

The Homelessness Act 2002 requires that all Local Authorities review homelessness in their districts and formulate and publish a strategy based on the findings of a review. A review of homelessness in Lincolnshire was completed in November 2011 and the full review can be accessed at <http://www.west-lindsey.gov.uk/residents/housing/housing-strategy/homelessness-strategies?tab=downloads>

This review; along with extensive consultation with partners, stakeholders and customers has led to the development of a robust strategy (2012 – 2016) with partnership at its core to enable an effective approach to preventing and tackling homelessness across Lincolnshire.

The priorities of the current strategy have been developed through extensive analysis of service provision and subsequent gaps, followed by consultation with practitioners, members, service users and private landlords.

Homelessness Review and Strategy Development

- The review was led by a working group represented by each local authority, bringing together strategic housing and homelessness knowledge and expertise.
- Data from a number of sources has informed the development of the strategy. Further information is available at <http://www.west-lindsey.gov.uk/residents/housing/housing-strategy/homelessness-strategies?tab=downloads>
- The review included analysis of the needs of homeless people and those at risk of homelessness, the main issues affecting these people and the resources available to meet the problem. A detailed picture was compiled of past, current and future profile and levels of homelessness across the county.
- Consultation workshops were held throughout October 2011 with Housing Advice Teams, stakeholders and service providers to understand which service users were most in need of homelessness and homelessness prevention services.

- Through the review process, five key themes have emerged. These are discussed in more detail in our priorities section.
 - **Partnership Working**
 - **Prevention**
 - **Young People**
 - **Rough Sleepers**
 - **Welfare Reform**

Particular emphasis is given to those service user groups where analysis and consultation demonstrated that demand exceeded current provision. An additional, overarching theme identified through the review and consultation is that of '**move on**'. Move On objectives are incorporated into the strategy action plan alongside each of the emerging themes.

Through recognising the need to raise awareness of youth homelessness. Young people were asked to put their flair of drawing to the test and capture what homelessness means to them in an original drawing. The winning entry is featured on the front cover and a prize was given to the winning school to script and perform a soap opera drama based around youth homelessness.

- A Homelessness Conference was held in November 2011; attended by almost 100 practitioners from across Lincolnshire; the conference explored emerging themes with the support of specialists in each of the respective fields. Consultation at this point sought support for the themes in preparation for these being taken forward as strategic priorities.
- Lincolnshire's Homelessness Strategy 2012 – 2016 has been agreed by all 7 local housing authorities and endorsed by members for implementation. The strategy has been developed, and will be managed and delivered in conjunction with our partners.
- Achievements against the strategy action plan will be reviewed and monitored annually or more frequently in light of need or policy change. Progress reports will be shared with LCHSG members, and the Lincolnshire Supported Housing Partnership. Communication with the public and stakeholders will also be a priority.

1.1 Countywide Approach – Partnership Working

Partnership working presents its own challenges when working across 2 tier authorities however the seven Lincolnshire housing authorities have a strong track record of working collectively, together with other agencies and service users through the well established Lincolnshire County Homelessness Strategy Group (LCHSG) to tackle and prevent homelessness throughout the County.

Working as a team means that there is a far better chance of achieving successful outcomes; the changing policy environment and challenging economic climate mean that a team approach has never been more important than it is now. As part of the LCHSG, practitioners share a common aim; to develop and deliver services to improve outcomes for vulnerable people across Lincolnshire.

The LCHSG and Sub Regional Homelessness Strategy Officer

The LCHSG meets on a monthly basis, rotating across the County. The group is attended regularly by over 25 practitioners, and is represented by the district Council's, County Council and a range of voluntary and third sector agencies. The group strives to continually develop links, and more recently has been joined by providers of newly commissioned Supporting People services, Health Service, Leaving Care Service, and Local Authorities from across the Lincolnshire border.

The successes of the LCHSG can be attributed in no small part to the work of the Groups Strategy Coordinator. This role is jointly funded by the seven Lincolnshire Housing Authorities and demonstrates their commitment to effective joint working. The group's Coordinator, under the steer and dedication of the group's Chair and with the support of all statutory partners, has driven forward the actions of the strategy and has led the consultation and development of the County's new Homeless Strategy.

Sub Regional Grant Funding

Partnership with Rutland County Council

On occasion, Central Government (dCLG) allocates grant funding by 'sub region' to deliver specific priorities. The Lincolnshire sub region for tackling the following priorities includes Rutland County Council.

- Rough sleeping
- Tackling homelessness for non priority households
- Mortgage rescue

Joint Commissioning

Joint commissioning is a means of delivering improved outcomes where there are shared aims and objectives between organisations while taking into account value for money.

Lincolnshire has jointly commissioned a Rough Sleeper Project with Rutland and a County Youth Housing Coordinator Post with Children's Services

Lincolnshire will continue to take a strategic approach to future commissioning of services.

Also incorporated into the homelessness strategy action plan are the additional actions made possible through dCLG grant funding to facilitate the prevention of homelessness for non priority households and rough sleepers. These actions are clearly identified in the action plan.

Sub Regional Grant Funding to Prevent Single Homelessness and Rough Sleeping

Overview

- £20 million made available to Local Authorities to ensure front line provision to prevent single homelessness and rough sleeping nationally.
- Sub Region of Lincolnshire and Rutland has received an allocation of £259,000
- Boston Borough Council will act as lead authority
- Expectation that the funding will remain as a single approach and not be split between authorities within the sub region
- The Lincolnshire – Rutland sub region partnership has been highlighted as an example of best practice...we are a strong partnership and can make effective use of this funding

Objectives

- To prevent and tackle rough sleeping, single homelessness
- To develop a generic early intervention and prevention service

Aims

- Ensure that all homeless people approaching an authority for assistance get –
 - Tailored Advice and assistance to prevent or resolve homelessness – also set out in writing
 - An offer of suitable accommodation if required (be that access to the PRS, a hostel place or emergency accommodation)
 - Access to / linked into any additional support they may need
- This prevention activity / assistance should be provided irrespective of the route by which the customer came into contact with the authority (eg: through a front line housing options service, homelessness application, presenting as a rough sleeper, or any other route available in the local area)

2.0 National Strategic Context

Summary

There is an unprecedented amount of policy and economic change that will impact on homelessness during the life of this strategy.

Localism

“The time has come to disperse power more widely in Britain today”.
Coalition Agreement, May 2010.

- The Localism Act [2011] sets out the new freedoms and flexibility for local Government, rights and powers to local communities, reform to the planning system and decisions about housing to be made locally.
- The Act 2011 will give local authorities more freedom and flexibility in the allocation of social housing. Local Authorities will be given the opportunity to reorganise how they manage their housing registers, to reflect local need. Local Authorities will be able to utilise the private rented sector to bring the main homelessness duty to an end with an offer of suitable accommodation in the private rented sector. These changes will enable Local Authorities to make flexible decisions on accommodation and whether the need can be met adequately without the offer of social housing, freeing up the national resource of social housing for those with the greatest need.
- The Armed Forces Covenant will bring additional support for current and former Armed Forces Personnel making sure they are not disadvantaged in accessing social housing.
- Local Authorities will be given flexibility to manage their housing registers, allocate social housing, and create a broader range of housing options utilising the private rented sector to meet local housing need. The Localism Act will allow Local Authorities and Registered Providers to create new forms of social tenancies that can be replaced by offering fixed term minimum of two year tenancy up to 5 or 10 years renewable depending on household circumstances.
- Local Authorities will need to develop a Local Tenancy Strategy by January 2013 the objectives will be;
 - A better use of social and affordable housing to more effectively address housing need
 - A better use of social and affordable housing to reduce cost
 - Increased local and customer accountability for the use of social and affordable housing

- A better use of social and affordable housing to contribute to sustainable community outcomes
- An affordable rent model was created based on charging up to 80% of market rents to help develop new affordable housing.

National Housing Strategy

- The Coalition Government has prioritised protection of the most vulnerable, through the National Housing Strategy for England [2011] and has developed measures to tackle the complex underlying causes of homelessness through the Ministerial Working Group.
- The 2010 Spending Review prioritised protection for the vulnerable and the Coalition Government established a multi discipline Ministerial Working Group across 8 departments to tackle the complex underlying causes of homelessness in particular rough sleeping, relationship breakdown, unemployment, offending, bereavement and health problems. The first report published by the group Vision to End Rough Sleeping, “No Second Night Out Nationwide” sets out six commitments to give local authorities the tools to tackle rough sleeping:
 - Helping people off the streets
 - Helping people to access health care
 - Helping people into work
 - Reducing Bureaucratic burdens
 - Increasing local control over investment in services
 - Devolving responsibility for tackling homelessness
- In 2011 the Government responded to a significant increase in statutory homelessness with a number of radical reforms nationally, to its social housing and welfare policy, which resulted in the first national housing strategy.
- Tackling homelessness is a key priority set out in the Government’s Housing Strategy “Laying the Foundations”, A Housing Strategy for England [2011], the Coalition Government is committed to providing appropriate support, protection and opportunities to struggling households and to making the best use of social housing for the most vulnerable and those that need it the most.

Homelessness Transition Funding

- The voluntary sector working with homeless and vulnerable people face a challenging economic climate. The Governments £20 million Homelessness Transition Fund will help deliver the principles and standards of No Second Night Out Nationwide, by supporting critical homelessness services where evidence of rough sleeping is increasing. The fund offers voluntary organisations transitional protection for critical services at a time of increased demand for

homeless services and will allow for alternative funding streams to be sought.

- A £20 million Homelessness Transition Fund was set up to help support the No Second Night Out Vision. Lincolnshire housing Authorities through partnership with Framework Housing Association supported a successful bid to develop a rough sleeper's outreach and reconnection service operating across Lincolnshire to support homeless and vulnerable people off a street based lifestyle.

Preventing Homelessness Grant Funding

- The Coalition Government is supporting investing in homelessness £400m has been invested to prevent and tackle homelessness and rough sleeping over the next four years. Local Authorities will receive a proportion of this funding through their annual Preventing Homelessness Grant. This grant will be used in a variety of different ways to prevent homelessness. A further £20m has been invested to offer support specifically to single homeless people who are outside Homelessness Legislation and can find themselves with fewer housing options. In February 2012 it was announced that help will also be available for struggling homeowners at risk of repossession through a £19m Preventing Repossession Fund.

Welfare Reform Act

- The Welfare Reform Act [March 2012] will introduce a wide range of initiatives to make tax benefits and tax credit fairer and simpler, with the overarching emphasis of getting people back into work, and making work pay. The relevant changes that are likely to impact on homelessness are;
- Change to Local Housing Allowance, will mean benefit claimants will only be able to afford 1 in 3 properties in the private rented sector
- Capping the Local Housing Allowance
- Change to the Shared Room Rate from April 2012 single people under 35 will only be eligible for housing benefit to rent a room in shared accommodation.
- Universal Credit – will bring households benefit payment into one single payment.
- The benefit cap – a total cap will be brought in on the total amount of benefit that working age people can receive so workless families will not receive more than average working families.

3.0 Countywide Strategic Context

Tackling homelessness is not just about providing housing. The complex and diverse nature of homelessness will require this strategy to link with a broad range of services and plans to focus on and promote healthy and vibrant communities in Lincolnshire.

3.1 Lincolnshire Sustainable Communities Strategy 2009 – 2030

Partners across Lincolnshire worked together to set out the overall strategic direction and long term single vision for the economic, social and wellbeing of the local area. Homelessness and safe appropriate housing are directly linked to many of the themes within this Strategy.

3.2 Lincolnshire Domestic Abuse Strategy – a strategy is currently in development and this will provide opportunities for participation of housing and homelessness services in domestic abuse priorities.

3.3 Lincolnshire Empty Homes Strategy 2010 – 2013 aims to bring empty homes back into use and help increase the supply of affordable homes and reduce homelessness.

3.4 Lincolnshire Youth Housing Strategy – The current strategy has expired, however, a new document to guide the youth housing pathway in Lincolnshire is being developed.

3.5 Safeguarding – All Local Authorities carry out their work to ensure compliance with Section 11 of the Children Act the duty to safeguard and promote the welfare of children in the delivery of all aspects of the homelessness service. A revised countywide strategy to consider adult safeguarding is currently being developed.

3.6 Housing Related Support Agenda – offers housing related support for vulnerable people, this responsibility is now managed by local government.

3.7 Lincolnshire Housing Strategy 2009 – 2014 was developed during changing times for housing and therefore reflects many challenges including a continued high demand for new homes, an emerging emphasis on place shaping and a need to further understand the Lincolnshire housing markets and how to meet housing need.

3.8 Sub Regional Housing Market Assessments- Provides information on the level of need and demand for housing within an area and explores the opportunities that exist for meeting that need. It is an important document which contributes to the shaping of local strategic thinking in housing and planning.

3.9 Community Safety

Link with community safety teams to reduce crime and anti social behaviour

3.10 Families Working Together - Provides support to families with multiple problems such as housing and managing debts, unemployment, school attendance and involvement in anti-social behaviour through integrated support from multi agency partners.

4.0 Legal Framework

The homelessness legislation – that is, Part 7 of *the Housing Act 1996* – provides the statutory under-pinning for action to tackle homelessness. It is a vital safety net for homeless people and those at risk of homelessness.

The homelessness legislation places a general duty on housing authorities to ensure that advice and information about homelessness, and preventing homelessness, is available to everyone in their district free of charge. The legislation also requires authorities to assist individuals and families who are homeless or threatened with homelessness and apply for help.

For more information – useful links

<http://www.communities.gov.uk/documents/housing/pdf/152056.pdf>

http://england.shelter.org.uk/_data/assets/pdf_file/0003/23358/Advice_booklet_Homeless_read_this.pdf

5.0 Homelessness in Lincolnshire

5.1 Why do we prevent homelessness?

Preventing homelessness is a national and local priority, “It is vital that we prioritise the needs of the most vulnerable in order to prevent damage to individuals and communities and to avoid higher costs for local services later on”.

Preventing homelessness and protecting the most vulnerable

The aim of prevention activity is to intervene to prevent households from becoming homeless and to manage the consequences of households already in a homeless crisis.

Lincolnshire Authorities have prevented over five thousand households from becoming homeless throughout the life of the 2008 – 2012 strategy. Housing Advice Teams use a wide range of varied tools and projects to prevent homelessness.

The table below shows the number of household prevented from becoming homeless broken down by district over the life of the 2008 – 2012 strategy.

Authority	2008/09	2009/2010	2010/11
Boston	58	85	179
East Lindsey	322	412	513
City of Lincoln	79	232	363
North Kesteven	196	309	375
South Holland	336	448	406
South Kesteven	125	376	353
West Lindsey	53	110	175
Lincolnshire	1169	1982	2314

Homeless prevention delivers social and economic benefits to residents of Lincolnshire;

Preventing homelessness provides positive outcomes for homeless households in a cost effective way.

“Demonstrating the cost effectiveness of preventing homelessness, not only will enable households to remain in their existing accommodation by cheaper than securing alternative accommodation, this also brings wider social-economic and health related benefits by avoiding substantial social disruption and “knock on” resettlement costs.”

Demonstrating the cost effectiveness of preventing homelessness dCLG July 2010

Preventing homelessness delivers both social and economic benefits to residents of Lincolnshire and has an impact on wider services such as health, education and employment.

Positive Outcomes for homeless people

- Enabling households to remain in their home contributing to prosperous and sustainable communities
- Preventing homelessness has health benefits contributing to the feeling of wellbeing
- Preventing homelessness leads to greater stability for families, contributing to higher educational attainment
- Preventing homelessness can sustain employment and contribute towards the local economy

Cost Effectiveness

As demonstrated through research by Heriot-Watt University in 2007 preventing homelessness has significant savings compared to the cost of helping someone who is already homeless and provides value for money. Through using this approach Local Authorities can prevent more households from becoming homeless.

5.2 Homelessness Acceptances

Across England, Homelessness is increasing. There were 48,510 households accepted as homeless in the calendar year 2011, up 14 percent from 42,390 acceptances in 2010, and this trend looks set to rise further.

Central Government collects Homelessness data known as P1E information from all local authorities on a quarterly basis. P1E data is the main resource nationally for determining levels of homelessness. It refers to the number of households approaching the Local Authority as homeless and the number of households accepted as homeless and owed a full housing duty (statutory homeless).

The number of homeless applications and acceptances in Lincolnshire decreased between 2008/09 to 2010/11 this is attributed to the successful implementation and development of the prevention approach taken by homelessness teams rather than assistance at the point of crisis.

The following table shows the number of homeless applications made in Lincolnshire and broken down into district from April 2008 to March 2011.

Year	Homelessness Applications in Lincolnshire	BBC	EL	L	NK	SH	SK	WL	England
2008/09	814	146	191	163	49	65	132	68	112,900
2009/10	632	93	152	100	31	62	144	50	89,120
2010/11	692	80	153	97	34	60	201	67	102,200

Source P1E Homelessness Returns & dCLG live tables on homelessness

The following table shows the number of those applications which were accepted being owed a full housing duty.

Year	Homelessness Acceptances In Lincolnshire	BBC	EL	L	NK	SH	SK	WL	England
2008/09	425	37	82	122	37	19	87	41	53,430
2009/10	354	15	78	73	23	21	109	35	40,430
2010/11	441	23	73	72	29	29	172	43	44,020

Source P1E Homelessness Returns & dCLG live tables on homelessness

The above tables relate to homelessness applications and acceptances and shows that all districts with the exception of South Kesteven saw a decrease in applications throughout 2008/09 and 2009/10. A decrease in applications and acceptances would have been the expected trend due to the Government's focus on prevention. Low LHA rates and high rental value have limited prevention options and has driven higher rates of homelessness applications in South Kesteven.

All districts saw an increase in acceptances from 09/10 to 10/11, the increase is in line with that of National trends and was to be expected as the impact of the recession took hold. The same applies as above with regard to South Kesteven.

The table below show the number of homelessness acceptances by age by Lincolnshire Authorities during 2008/09, 2009/10 and 2010/11.

Year	Acceptances	Age 16-24	Age 25-44	Age 45-59	Age 60-64	Age 65-74	Age 75 +
2008/09	425	165	197	43	2	16	2
2009/10	354	130	163	43	9	7	2
2010/11	441	165	198	54	5	14	5

As would be expected the widest age group 25 – 44 has the highest number of homeless acceptances. However it is notable that young people aged 16 – 24 account for 38%, 37% and 37% respectively for the years 08/09, 09/10 and 10/11 of all homeless acceptances in Lincolnshire.

5.3 Reasons for homelessness

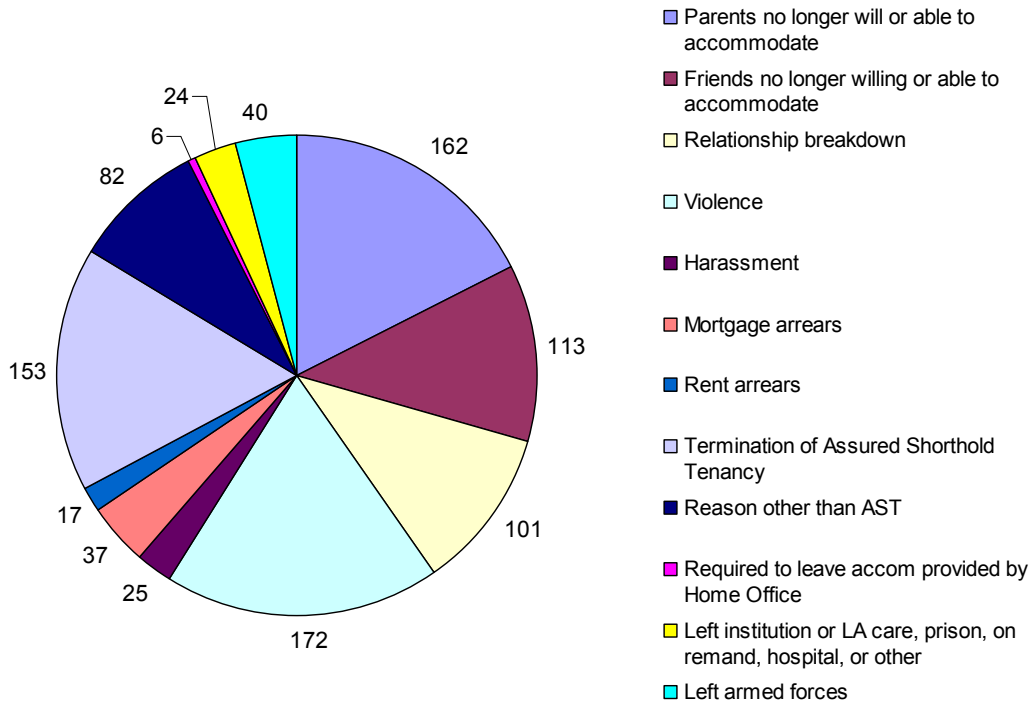
A review of our countywide P1E Homelessness Statutory Returns shows that the most common reasons for homelessness across Lincolnshire in 2010/11 are;

- Violence
- Parents no longer willing or able to accommodate
- Ending of Assured Shorthold Tenancies

These three reasons are consistent with the previous year and are broadly consistent with National trends. The impact of this data evidences the need to forge strong partnerships with private sector landlords, continue work around young people, continue to support victims of violence and most of all continue the excellent prevention work undertaken by all districts.

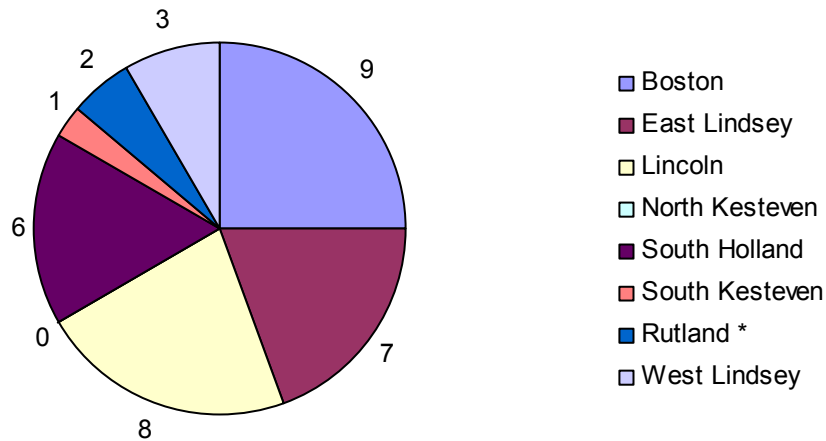
The graph below shows the reasons why households became homeless during 2008/09 – 2010/11.

Reasons Why Households Became Homeless in Lincolnshire During
2008/09 - 2010/11

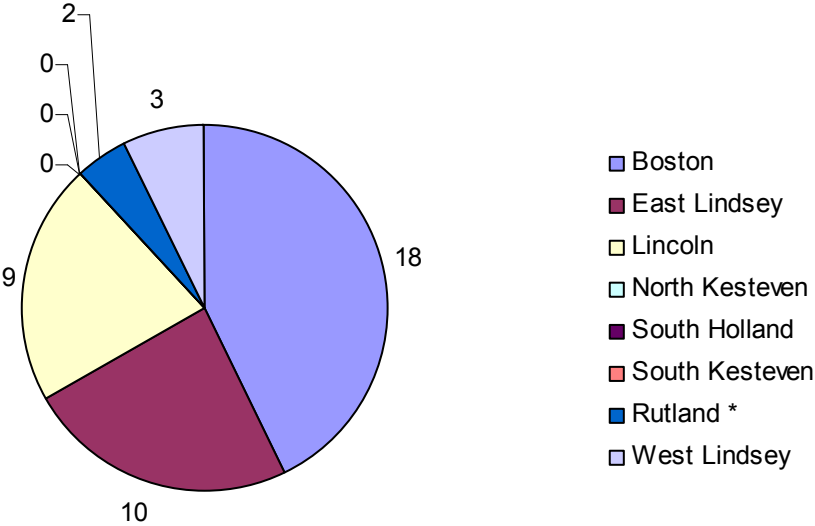


The graphs below show the number of rough sleepers recorded on a single night between 1st October – 30th November 2010 and 2011 in Lincolnshire and Rutland.

Number of Rough Sleepers Recorded on a Single Night
between 1st October - 30th November 2010 in
Lincolnshire & Rutland



Number of Rough Sleepers Recorded on a Single Night
between 1st October - 30th November 2011 in
Lincolnshire & Rutland



* Rutland is a partner in tackling rough sleeping and is therefore included in the Lincolnshire grouping.

During 2010 36 people were recorded as sleeping rough across Lincolnshire and Rutland. In the same period in 2011 42 rough sleepers were recorded as sleeping out.

Boston, East Lindsey and Lincoln are hotspots for rough sleeping and future services will be targeted in these areas to reduce rough sleeping. Nationally the biggest increase in rough sleeping is in the East of England and East Midlands.

6.0 Our priorities

Our priorities were chosen through consultation workshops, held with Housing Advice Teams, service providers and stakeholders, together with mapping of services, resources and current provision. Attendees at the workshop were asked based on their current experience what were the main issues affecting homelessness services and which service user groups were most in need of homeless prevention services.

In order to deliver homelessness services into the future, prevention, partnership working, welfare and policy reform and move on will be key priorities.

Young people and rough sleepers were service user groups identified as having specific needs and therefore taken forward as strategic priorities. It's expected that these groups will have additional issues compounded by the changes to welfare reform and lack of affordable housing.

Prevention – a focus on prevention is a key development in the homelessness field, and one which is incredibly valuable. Prevention is so broad it covers early intervention, education and support for schools, hands on support for individual cases and supporting households to sustain accommodation. It also includes effective preparation for things which may impact on demand for homelessness services.

Partnership Working – includes partnerships at a county level, district level and more informally between partner agencies. Partnerships need to be supported and continually developed to be most effective.

Welfare and Policy Reform – There is an unprecedented amount of policy and economic change that will impact on homelessness during the life of this strategy. To meet the challenges of economic uncertainty and welfare reform it's essential to predict the impact of the changes to reduce and manage the demand on our homelessness services through developing access routes into the private rented sector and preventing evictions.

Youth Homelessness – There is a clear focus on meeting the needs of young people between Housing and Children's Services. The landmark Judgement by the House of Lords in R (G) v LB Southwark 2009 reinforced the need for Children's Services and Housing Authorities to secure or provide accommodation for homeless 16/17 year olds. Children's Services and Housing Authorities are committed to working together to meet the needs of young people across Lincolnshire. Need will be addressed through developing a clear pathway out of homelessness, focusing on early intervention and prevention, prevention at the point of crisis, support and stabilisation and resettlement.

Rough Sleeping - the Government drive to end rough sleeping is something which, because of our strong partnership approach, we can actively work to achieve in Lincolnshire. A significant amount of funding has been secured to focus this priority.

Move On - Move On is an overarching theme to our strategy with the aim of providing accessible and supported pathways to independent living for all service users and encouraging future independence.

6.1 Prevention

Housing Advice Teams prevent homelessness through a number of different methods and projects.

The prevention approach has resulted in a reduction in homelessness acceptances across Lincolnshire. By focusing on homelessness prevention we can reduce costs for agencies and households, reduce adverse social and environmental impacts on our communities and we can build prosperous and sustainable communities.

The prevention approach is adaptive and flexible and allows for anticipating and responding to change. Given the changing economic climate, challenges of welfare and policy reform, we will need to continue to find innovative ways to prevent homelessness in partnership to maximise resources.

Current provision around prevention

Housing Advice

Proactive and readily available housing advice is the first step in preventing homelessness. Housing Advice Teams across Lincolnshire are available to offer advice and assistance to help customers either remain in their existing accommodation or where that is not an option look to secure alternative accommodation. It may also be possible to delay an imminent loss of accommodation to prevent homelessness and instead, structure a move to alternative accommodation. The advice is given through offering a housing options interview. By using this approach Housing Advice Teams can resolve conflict, negotiate with landlords, offer information and advice on the private rented sector, make an application for social housing, identify eligibility for financial assistance and signpost to other agencies. This process also acts as an early warning sign to whether a statutory homeless duty is owed. If this has been identified a duty to investigate will be triggered and a decision made under the homelessness legislation. Housing Advice Teams will at the same time work with the customer to try to find a solution to prevent them from becoming homeless.

Discretionary Housing Payment [DHP]

The provision of DHP allows payments to be made to top up a temporary shortfall for a person in receipt of housing benefit and/or council tax benefit to prevent homelessness. Each benefit department is allocated funding each

year to help people who qualify for housing or council tax benefit, but are having trouble paying their rent or council tax.

Housing Advice Teams and housing benefit departments will need to consider a partnership approach when awarding DHP to prevent homelessness. DHP payments will not meet all shortfalls due to the number of people that will be affected by the welfare reform changes, therefore to take account of increased demand a common approach will need to be adopted. For further information on DHP's in your area please contact your Local Council.

Debt Advice

Debt can severely restrict the ability for a household to access accommodation especially in the private rented sector. Similarly, debt can impact on a household's ability to maintain their accommodation. Through advice and signposting to specialist debt advice services; both locally and nationally and signposting to Housing Benefit teams, Housing Advice Teams can ensure that customers are receiving the financial advice they require and are claiming what they are entitled to. Debt advice has been the most successful and widely used homelessness prevention tool in Lincolnshire during 09/10 and 10/11.

East Lindsey Pilot for 16/17 year olds

East Lindsey District Council offer supported housing for 4 young people with complex needs. Self contained units are leased from New Linx Housing Trust and managed by ELDC. Units to date are situated in Louth and Mablethorpe which meet local need. Support is intensive and needs-led and focused on learning the necessary skills to live independently - particularly managing money. Emphasis is put on training and community involvement e.g. volunteering and work experience.

Access to Social Housing

Housing Register

Each Local Authority has a local housing register as a means to allocate social housing. For some authorities this is through a traditional points based system whilst others have adopted banding schemes where applicant's needs are prioritised through a choice based lettings approach.

Boston Borough Council

- CBL scheme operated and managed by Boston Mayflower.
- City of Lincoln Council
 - Currently operates a CBL system.
 - From Summer 2012, will be part of a Central Lincolnshire CBL scheme (with WLDC and NKDC). Acis Group Ltd will also be a partner in the scheme.
- North Kesteven District Council
 - Currently a traditional points based system

- From Summer 2012, will be part of a Central Lincolnshire CBL scheme (with CoLC and WLDC). Acis Group Ltd will also be a partner in the scheme.
- West Lindsey District Council
 - Currently a traditional points based system
 - From Summer 2012, will be part of a Central Lincolnshire CBL scheme (with CoLC and NKDC). Acis Group Ltd will also be a partner in the scheme.
- East Lindsey District Council
 - CBL scheme operated and managed by New Linx Housing Trust.
- South Kesteven District Council
 - Operates a points based system
- South Holland District Council
 - Operates a points based system

Housing Benefit Payments

Lincolnshire Authorities have informal arrangements with their respective Housing Benefit teams to ensure that claims are processed as quickly as possible and direct payments are made to private sector landlords as required particularly for vulnerable households. This can be particularly important in minimising arrears and where private landlords are reluctant to take on tenants.

Housing Related Support

Floating Support and Supported Housing is the terminology used across the county to refer to specific support that is offered to help people live independently through support at home and through accommodation based supported housing schemes.

- Floating Support

Floating support schemes help people live independently on their own. Households will receive practical housing related support and will gain the skills required to maintain their own tenancy.

- Supported Housing

Lincolnshire Public Health Directorate funds short term supported housing, where accommodation and floating support are delivered through one service. A Support Worker will offer support for up to 2 years depending on the level of support required to move on to independent living.

Mediation

Housing Advice Teams across the county informally mediate between parties to prevent someone becoming homeless. Home visits play an important part

in this process. Mediation has been a vital tool in assisting 16/17 year olds to remain in the family home.

- **Family Group Conferencing** is available through Lincolnshire County Council to mediate and resolve any family conflict. Housing Advice Officers are also trained in mediation skills.

Money Advice Service

City of Lincoln Council and North Kesteven have Welfare Advisors who provide advice and assistance on income maximisation, budgeting and debt management to residents whose debts and/or living costs are becoming difficult to manage.

Mortgage Rescue Scheme [MRS]

The Government Mortgage Rescue Scheme is a targeted homelessness prevention tool that provides an additional safety net for vulnerable households at risk of repossession. In partnership with the Local Authority a designated Registered Provider who is an elected MRS Champion may step in to buy all or part of the property allowing a family to stay in their home providing they meet the eligibility criteria.

Negotiating with Landlords

Due to a lack of social housing the private rented sector is sometimes the main option available for many seeking accommodation. Due to the cost of moving into this sector coupled with landlords being unwilling to accept those on housing benefit and rent restrictions for those aged under 25, it is often not an accessible or affordable option. Housing Advice Teams are able to negotiate with landlords and can arrange where appropriate for housing benefit to be paid straight to the landlord. Legal advocacy may be used when considering prosecuting for illegal eviction.

Nightstop

East Lindsey and South Holland operate a Nightstop scheme that provides support to young people in need of emergency accommodation. The scheme is open to those aged between 16 and 25 and provides accommodation with a host family for up to 5 nights in East Lindsey and 3 nights in South Holland. This enables a young person to be safe and in a friendly environment whilst allowing agencies time to find more permanent accommodation or negotiate with parents for the young person to return to home.

Preventing Homelessness Grant

Each authority receives an annual grant from the Department of Communities and Local Government [dCLG] to prevent and tackle homelessness. This is known as the 'Preventing Homelessness Grant', whilst it is no longer ring-fenced it is expected that it will be allocated to homelessness prevention. On a day to day basis Lincolnshire authorities use their Homelessness Prevention Grants in a variety of different ways to prevent households from becoming homeless. In some areas the grant is used to fund commissioned services for example debt advice services, emergency accommodation facilities and the

homelessness prevention focussed theatre production delivered in schools by Zest Theatre.

Local authorities can use this funding in innovative ways to include hire of skips and deep housing cleans to prevent homelessness.

Pre action Protocol

The Ministry of Justice Pre action Protocol set out the steps mortgage lenders must go through before seeking possession of a property to ensure that repossession is a last resort. Mortgage lenders are required to notify local authorities of pending repossession hearings. Through this approach Housing Advice Teams are able to make a direct offer of support to the owner occupiers to assist in preventing homelessness. This has increased early intervention for home owners in housing need and has been a useful pathway for households to access support and in some instances, financial support.

Partnership Working with Children's Services

Lincolnshire authorities have worked in partnership with Children's Services to develop a protocol to outline the approach to be taken to tackling and preventing homeless 16/17 year olds. Continuation of this work will develop with the appointment of a County Youth Housing Coordinator to lead the development of a protocol and joint action plan to address the Youth Housing Pathway in Lincolnshire.

Lincolnshire authorities and Children's Services jointly commission a youth homelessness drama where Year 11 pupils across Lincolnshire discover the homeless truths through a hard hitting touring drama production "Until it's Gone". It is based on true stories of young people facing homelessness in Lincolnshire. The production was written and delivered by Zest Theatre in conjunction with the Lincolnshire County Homelessness Strategy Group to specifically tackle issues that are common in Lincolnshire.

Preventing Repossession Fund

dCLG has allocated a minimum of £30,000 grant funding to each Local Authority to stabilise a household's financial situation to prevent repossession through mortgage or rent arrears.

Support can be offered through either a grant or interest free loan, brokering, and facilitating access to MRS.

Funding is only provided where it is sustainable for the household to afford their accommodation in the longer term and funding is capped at £5,000 per household. Lincolnshire authorities received an allocation in 2011/12 and also 2012/13.

Rent Deposit Scheme

Lincolnshire authorities have in place deposit schemes which allow customers in housing difficulty, homeless or threatened with homelessness to access housing in the private rented sector. Assistance is offered from the Local Authorities through either a paper or cash deposit for a limited amount of time enabling the tenant to save for their own deposit through the scheme. Once

the deposit has been approved, an officer will work with the new tenant and the landlord to ensure the tenancy is sustained. This prevention tool is contributing significantly towards successful homelessness prevention. Partner agencies also operate similar schemes.

Repossession Court Desk Scheme

The County Courts across Lincolnshire operate a Court Desk Scheme that gives free advice and representation to people at rent or mortgage possession hearings. Lincolnshire authorities use this tool to suspend the landlord/lender taking possession of the property which allows Housing Advice Teams more time to work with the customer to prevent repossession usually through negotiations with the landlord or lender. A successful prevention would usually involve a payment plan to clear the arrears. At the very least, this service can support households to request that the hearing is adjourned to allow the Local Authority time to work with the household to explore and consider their options.

Safe Homes/Sanctuary Scheme

A Safer Home or Sanctuary Scheme has been developed in all districts to assist those who are affected by domestic abuse. The scheme provides additional security measures to a property such as increased lighting, reinforced doors and window locks. This scheme can help a person feel safer to remain in their own home, if they are no longer living with the perpetrator. Each Local Authority works closely with their local domestic abuse services to provide the client with information about their options focusing on risk and the prevention of further harm. Given that domestic abuse is a key reason for homelessness, services such as this are integral to homelessness prevention.

Tenancy Training Course

West Lindsey District Council is piloting a Tenancy Training Course for young people to improve their options and to address the issues that young people face in sustaining their own tenancies. Preparing young people through training in key areas will help them to prepare for independent living and prevent the loss of a future tenancy. The course focuses on key subjects which have been attributed to tenancy failure, for example budgeting and debt, being a good neighbour and rent and bills. The course also explores and promotes healthy eating, laundry and cooking.

West Lindsey Crash bed

West Lindsey District Council has an emergency bed space called a 'Crash Bed' as part of the districts Foyer provision. The Crash Bed is predominantly designed for young people aged 16/17 year olds threatened with or presenting as homeless. It is designed to be a quick response at the point of crisis whilst work is undertaken by Housing and Children's Services with the family to see if it is possible for the young person to return home if it is safe to do so. If it is not safe for the young person to return home the Crash Bed acts as an introduction to supported housing, making the young person feel more comfortable with a move into supported accommodation.

The crash bed is a short term option which allows the Council to accommodate young people safely without having to access bed and breakfast accommodation.

Plans for the future

It will be necessary to extend and tailor our prevention approach to include non statutory single homelessness and rough sleeping.

Develop a no wrong door policy, through a common understanding of local services by delivering briefings to partners and members regarding a local response to homelessness prevention.

There is a need to support vulnerable households facing repossession through the £19m Preventing Repossession Fund. Facilitating access to the Mortgage Rescue Scheme, and interest free loans to stabilise households financial situation will prevent them from losing their home.

We need to work in partnership with the private rented sector, social landlords and supported accommodation providers to prevent eviction.

We need to explore ways of working with vulnerable and chaotic households to help them sustain future tenancies. Consideration to be given to pre tenancy training to address the risks of tenancy failure and associated homelessness.

Support has to be given to initiatives and develop partnerships to prevent homelessness as a result of those having to flee their home because of violence or the threat of violence.

The commitment to providing quality housing advice, through training, and sharing best practice and networking will continue.

Protocols need to be developed and actioned to ensure planned discharge from hospital and prison.

The Council of Mortgage Lenders estimates that there will be 45,000 repossessions in 2012 which is a 24% increase on the previous year.

“a greater number of stretched households are likely to find it more difficult to cope this year, despite continuing forbearance policies by lenders, as upward pressure on arrears and repossessions will be exacerbated by the weakening employment market”.

Specialist Advisors: Mortgage Rescue Information Guide April 2012

There is the need to ensure Housing Advice Teams are aware of the scope and flexibility within the Mortgage Rescue Scheme and to raise awareness with communities.

It is acknowledged that formal mediation training would benefit the county in the future.

Develop initiatives for delivering the Preventing Repossession Fund.

Review the provision of sanctuary provision and associated costs and outcomes.

Develop effective move on from supported housing.

Support a review of Sanctuary Schemes across Lincolnshire in partnership with Lincolnshire County Council.

The approach to future service provision will be based on shared learning taken from pilot schemes and projects. These will include East Lindsey young persons pilot West Lindsey's tenancy training course, and crash pad and East Lindsey and South Holland's nightstop schemes.

Develop partnerships with children's Services across the county and ensure true partnership working.

We must ensure that we continue to focus on prevention and ensure that those at risk of homelessness or already homeless can access appropriate advice and assistance. This strategy and action plan will help us to achieve this.

6.2 Partnership working

"The most successful action to tackle homelessness is rooted in local communities, local authorities working together with local community groups, charities and businesses".

The Vision to end Rough Sleeping No Second Night Out: Nationwide is a HM Government initiative.

The complexity of homelessness requires innovative partnership working, sharing skills, expertise and supporting one another to prevent and tackle homelessness. Lincolnshire authorities and agencies have a strong track record of working together and this strategy has been developed through a partnership approach.

Through working in partnership much more has been achieved, than working in isolation, expanding knowledge and expertise of partner agencies. Working together also helps to provide higher quality integrated services to clients with multiple needs, as no one agency can meet all needs.

LCHSG - The LCHSG, is responsible for the delivery of Lincolnshire's Homelessness Strategy and shares a joint commitment with members to ensure actions of the Homelessness Strategy Action Plan are met.

The LCHSG is proud of how it works as a multi disciplinary team, it supports and continually develops its partnerships, ensuring complementary practices and effective communication through monthly meetings. The group is attended regularly by over 25 practitioners and is represented by all seven Local Authorities and Lincolnshire County Council and a diverse range of voluntary and third sector agencies. The group strives to continually develop links and more recently has been joined by providers of newly commissioned services, health service, leaving care service and also includes local authorities from across the Lincolnshire border.

Working across a diverse sub region requires a coordinated approach and commitment from all partners. The LCHSG has been recognised and highlighted as an example of best practice for partnership working by Homeless Link and dCLG, with the LCHSG model now being replicated across other sub regional areas.

In 2012 the LCHSG was nominated for the Local Government APSE Awards for best Partnership Working Initiative – Public/voluntary partnership.

Best Practice – The national homelessness charity Homeless Link has praised the work of the LCHSG for it's innovative partnership. East Midlands Regional Manager for Homeless Link recently said;

“A sign of a caring, tolerant and civilised society is how it treats and cares for its most vulnerable members. I am pleased to say that the partnership in Lincolnshire is a fine example of this through the work it is doing and further planning to do to help and support people who find themselves for a variety of reasons sleeping on the streets. All 7 Local Authorities together with the County Council are working in a real positive and coordinated way through a strong County group namely the Lincolnshire County Homelessness Strategy Group (LCHSG) and are very ably supported by a passionate and committed Chair and Sub Regional Homelessness Strategy Project Officer. This County Group is one of the strongest and most organised in the East Midlands region...This LCHSG partnership is unique in the East Midlands region and one of the better one's nationally! I regularly use the LCHSG as a model of good practice when talking about how two tier authorities should work in partnership to develop and deliver real change making services across authority boundaries. Recently at a No Second Night Out Conference both myself and the DCLG Specialist Advisor highlighted the work being done by the LCHSG as good practice and both Derbyshire and Northamptonshire are now considering using the Lincolnshire model for themselves!

I have found it a real pleasure to be working with such a forward looking and innovative partnership that really is committed to making a difference to the lives of the most vulnerable amongst us.”

Mohammad Sabeel

Resources and Funding – working in partnership means that we can effectively pool skills resources and increase our ability to achieve more.

Homelessness Conferences – are a method used to engage with service providers.

Local Housing/Homelessness Forums – provide a variety of different functions, and opportunities for discussing local homelessness issues, communicating relevant legislative changes, sharing best practice, service information and promoting awareness of new initiatives.

Improved partnerships between district housing authorities and children services teams – Housing and Children’s Services came together for joint training to improve the accommodation options for 16/17 year olds across Lincolnshire.

Strategic and Operational links – The LCHSG has links with Homeless Link through the Regional Manager for East Midlands and with dCLG through the Specialist Advisor for the East Midlands.

Joint Commissioning – is an ideal opportunity to work together where departments share a similar focus to prevent homelessness. The LCHSG already recognises this and jointly commissions with Children’s Services a youth theatre production delivered to schools with the aim of preventing youth homelessness. Additionally, a Youth Housing Coordinator has also been jointly appointed to improve outcomes for young people at risk of homelessness.

Sub Regional Officer – The successes of LCHSG and of Lincolnshire in delivering outcomes can be attributed in no small part to the work of the groups strategy coordinator. This role is jointly funded by the seven Lincolnshire Housing Authorities and demonstrates commitment to effective joint working. The groups coordinator, under the steer and dedication of the groups Chair and with the support of all partners has driven forward the actions of Lincolnshire Homelessness Strategy 2008 – 2012 and coordinated the development and delivery of Lincolnshire’s Homelessness Strategy 2012 – 2016.

Plans for the future

The LCHSG will continue to work as a multi disciplinary partnership to achieve positive outcomes to support homeless and vulnerable people. New partnerships will be forged and existing ones developed with health, mental health, Jobcentre Plus, Families Working Together, and older persons.

Actions will be delivered through the group forums to develop and approve partnership working at county and district level to create opportunities to maximise benefits to homeless households.

Support will be given to the continuation of the group coordinator.

All of the local forums reviewed and aligned to reflect the priorities of the LCHSG and ensure that the actions in the strategy are jointly owned and implemented.

Commissioning new prevention options such as supported lodgings scheme, and the youth theatre production Zest.

6.3 Welfare and Policy Reform

There is an unprecedented amount of policy and economic change that will impact on homelessness during the life of this strategy. Preparing for the impact of welfare and policy reform will be a key priority for Lincolnshire.

The Localism Act 2011 will bring local authorities more freedom and flexibility in the allocation of social housing through being able to reorganise how housing registers are managed to reflect local need.

The private rented sector will be able to be used to bring the main homelessness duty to an end. These changes will enable local authorities across Lincolnshire to make flexible decisions on accommodation and whether the need can be met adequately without the offer of social housing. In adopting this new approach the valuable resource of social housing will be freed up for those in the greatest need.

Registered Providers will be able to create new forms of tenure. Tenancies for life for new social housing tenants can be replaced by fixed term flexible tenancies of 2, 5 or 10 years renewable depending on household circumstances. Local Authorities in Lincolnshire will need to develop Local Tenancy Strategies with Registered Housing Providers in their area to support this.

Benefits of flexible tenancies;

- A better use of social and affordable housing to more effectively address housing need
- A better use of social and affordable housing to reduce cost
- Increased local and customer accountability for the use of social and affordable housing
- A better use of social and affordable housing to contribute to sustainable community outcomes

The Welfare Reform Act [March 2012] - will introduce a wide range of initiatives to make tax benefits and tax credit fairer and simpler, with the overarching emphasis of getting people back into work, and making work pay. However, the relevant Housing Benefit changes that are likely to have a negative impact on homelessness are;

Change to the Shared Room Rate – from April 2012 those under 35 will only be eligible for housing benefit to rent a room in shared accommodation. This

will have a large impact across Lincolnshire due to the lack of single bed properties and lack of shared accommodation.

Change to Local Housing Allowance Rates [LHA] – from April 2012, LHA rates will be increased in line with the Consumer Price Index instead of market rents in each area. (Maximum Housing Benefit is the level of rent or applicable LHA rate which ever is the lower.) This will mean benefit claimants will only be able to afford 1 in 3 properties in the private rented sector. The effective change is that households may have a shortfall in available funds to pay rent. Raising awareness of these changes to those affected will be essential, Discretionary Housing Payments may be able to assist with short term shortfalls.

From April 2012, a size criteria will apply in the social rented sector (eg council and housing association properties) for working age tenants replicating the size criteria that applies to housing benefit claimants in the private sector under LHA rules. This means that people living in houses larger than they need (under occupiers) will have to move somewhere smaller or make up the difference in rent because their Housing Benefit will be reduced. There will likely be a 14% cut for under occupying by one bedroom and a 25% for under occupying by 2 or more bedrooms.

Capping Local Housing Allowance – households with 5 or more bedrooms will only be able to claim up to the maximum of a four bed property. This means that large families renting in the private rented sector may have a shortfall in rent if they are living in a property with more than 4 bedrooms.

Universal Credit – will bring households benefit payment including housing cost into one single payment for people of working age. Vulnerable groups will be responsible for managing their own money, which could result in rent arrears and priority debts.

The Benefit Cap – a total cap of £500 per week will be applied to the total amount of benefit that working age people can receive including housing cost to prevent workless families from receiving more than average working families. Housing Advice Teams will have an important role in supporting and advising households subject to change in their circumstances, by helping to negotiate rent reductions, and moves to more affordable accommodation.

Plans for the future

Need to communicate locally and develop a robust communications plan.

One of the main reasons for homelessness across Lincolnshire is the ending of Assured Shorthold Tenancies in the private rented sector. In recognition of this there is a need to address tenancy security and reduce the number of households becoming homeless from private rented properties. Supporting good quality private sector accommodation will help towards sustaining tenancies and reduce the number of households leaving unsuitable accommodation due to disrepair and neglect.

Reductions in housing benefit may not mean that accommodation is unaffordable for every household affected however timely advice, preparation and joint working will reduce pressure on housing services to provide DHP's to cover the shortfall or to source alternative accommodation. It is important to communicate the right information at the right time to tenants, and to offer tailored support for those who need it.

Through the action plan Local Authorities will take the lead role to minimise the impacts of housing benefit changes at a local level. This will require close partnership working between housing teams, and housing benefit teams. Partnerships with housing and support providers will also be important.

Utilising the resource of empty properties will become increasingly important in developing additional options for homeless households.

6.4 Young People

The consultation process to develop Lincolnshire's Homelessness Strategy 2012 – 2016 identified young people as the service user group most vulnerable to homelessness across Lincolnshire due to difficulties in accessing suitable affordable accommodation, and lack of service provision together with the need to develop skills to maintain a tenancy.

The issues facing young people are also compounded by widespread funding cuts, reductions in services, and changes to the welfare system. There is a clear need to emphasise this service user group as a priority.

The cuts in welfare benefits have hit young people in a number of ways. Parents are finding their entitlement could fall if they have grown up children staying on longer in the family home and are therefore more likely to ask them to leave. Difficulties for young people can also be seen with the growing problem of youth unemployment and reductions in the benefits young people can claim for themselves.

Consistently, one of the main reasons for youth homelessness across Lincolnshire is that parents are no longer willing or able to accommodate them. This demonstrates the need for a focus on preventing homelessness and creating sustainable housing options for young people.

Partnership working to meet the needs of 16/17 year olds at risk of homelessness

Children's Services and Housing Authorities are committed to working together to meet the needs of young people across Lincolnshire and will support families to stay together where it is safe to do so. Youth homelessness will be addressed through developing a clear pathway out of homelessness and by establishing actions along this pathway to help us improve services.

This pathway and action plan will focus on 5 key areas;

- Underpinning Strategic Priorities
- Early Intervention and Prevention
- Prevention at the Point of Crisis
- Support and Stabilisation
- Resettlement

Strategic approach – a County Youth Housing Coordinator post has been created to work in partnership with Housing and Children Services and bring teams closer together to improve services for homeless 16/17 year olds.

Understanding youth homelessness - is key to ensuring that we have a good understanding of the causes of youth homelessness and the needs of young people and their families that we come into contact with.

Accommodation Provision – Lincolnshire Authorities believe bed and breakfast accommodation is not suitable for young people and are committed to developing greater volume and diversity in emergency and longer term accommodation options.

Plans for the future

There is currently a protocol in place between Children's Services and Lincolnshire Housing Authorities however, further development is needed to enhance working practices.

6.5 Rough Sleeping

Homelessness is not just a problem of scale. It's also a problem of complexity – no two people lose their home for the same reason. They all have different life stories. For some it's a dramatic change like losing a job, or leaving the armed service. For others a problem with drugs or alcohol. In some cases family breakdown or mental illness. For many, it's a combination of all of these.

Vision to end Rough Sleeping No Second Night Out: Nationwide - HM Government

This statement expresses the complexity of homelessness and demonstrates why it is so important to work together; sharing skills, expertise and supporting one another, to tackle complex issues to meet the needs of each person and household in need of our services.

Lincolnshire is a county of contrasts with pockets of wealth however, equally there are pockets of deprivation including people who are sleeping rough.

The 2011 Autumn Rough Sleeper Return recorded 46 people sleeping rough across Lincolnshire and Rutland.

In September 2010 the Government overhauled the way Local Authorities assess the number of people sleeping rough. To accurately assess the scale of the problem the definition of rough sleeping was widened.

People sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the streets, in tents, doorways, parks, bus shelters or encampments). People in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, or “bashes”).

All Local Authorities are now required to provide a street count or an estimate following consultation with local homelessness agencies to assess the number of people sleeping rough in their area on a single night between 1st October and 30th November each year.

Funding - In March 2011 the sub region of Lincolnshire and Rutland were granted £70,000 from the dCLG to tackle the issue of rough sleeping. £20,000 was allocated to support the Crime Reduction Initiative (CRI) in the districts of Boston and South Holland and £50,000 was allocated to develop a countywide approach to tackling rough sleeping.

Lincolnshire and Rutland commissioned a partner agency to actively reduce rough sleeping across Lincolnshire and Rutland.

To bolster the initial £50,000 grant funding an innovative approach was applied to extend the funding, through supporting a bid to the Homelessness Transition Fund. This was successful and in December 2011 Framework were awarded £247,111 over three years which will ensure the sustainability of the project.

The project will develop a rough sleeper street outreach service specifically targeting the principles of the Government’s vision to end rough sleeping; ‘No Second Night Out Nationwide’ which pledges to ensure;

- No-one new to the streets should spend a second night out
- No-one should live on the streets
- No-one should return to the streets once they have been helped off the streets
- No-one should arrive on the streets.

The project aims to;

- Encourage members of the public to play an active role by reporting and referring people sleeping rough.
- Help rough sleepers to access a place of safety where their needs can be quickly assessed and they can receive advice on their options.
- Assist rough sleepers to access emergency accommodation and other services, such as healthcare, if needed.
- Reconnect rough sleepers back to their local communities unless there is a good reason why they cannot return.

Plans for the future

dCLG has made £20 million available to Local Authorities to ensure front line provision to prevent homelessness for non priority households and to further enhance provision to end rough sleeping.

The sub region of Lincolnshire and Rutland has received an allocation of £259,000 to develop initiatives which will include;

- Tailored advice and assistance as appropriate to prevent or resolve homelessness, also to be clearly set out in writing for the customer
- An offer of suitable accommodation if required
- Access to / linked into any additional support needed

As a requirement of this funding the dCLG require an action plan setting out what actions will be taken to prevent non priority single homelessness and rough sleeping. The rough sleeper priority in this strategy dovetails with this objective, and meets the requirement to produce an action plan around this service user group. Therefore the actions for this specific funding will be combined within the rough sleeper priority.

We need to be able to identify new rough sleepers and reconnect them to their communities. To do so we will need to develop a Rough Sleeper and Outreach Service and rough sleeper reporting mechanism to operate across Lincolnshire and Rutland 2012 – 2015.

There is a need to facilitate access into the private rented sector through partnership working with private landlords and explore options for development of a specific rent deposit scheme for non priority households and rough sleepers.

It is recognised that Rough sleepers tend to gravitate towards Boston, East Lindsey and Lincoln, and therefore resources will be targeted towards reducing rough sleeping in these hotspot areas. However, all Lincolnshire authorities including Rutland will benefit from the project to reduce rough sleeping in their districts.

6.6 Move On

Move On is the overarching theme of our strategy with the aim of providing accessible and supported pathways to independent living for all service users and encouraging future independence.

Housing related support continues to be provided through floating support services or through accommodation based supported housing schemes.

Short term supported housing schemes funded by Lincolnshire Public Health Directorate (Supporting People) provide support for individuals for up to 2 years. The aim of the services is to support individuals to move on to independent living or increase their ability to live independently.

The Lincolnshire Public Health Directorate commissions short terms accommodation services for a number of client groups;

- Young people at risk
- Young people with complex needs
- Single homeless with support needs
- Homeless families with support needs
- People with substance misuse problems
- Women fleeing domestic abuse
- People with mental health problems
- Offenders/those at risk of offending
- Teenage parents

Following the Comprehensive Spending Review [2010] the levels of funding has reduced across a number of public services. The budget for housing related support services in Lincolnshire will see a year on year decrease from £19.8m in 2010/11 to a planned £15.1m in 2013/14. This reduction in funding highlights why the strategy needs to continue to inform and shape the commissioning of any new or existing services to meet the needs of homeless households across Lincolnshire.

The demand for accommodation to enable move on from supported housing to the social or private rented sector is high. Each local authority has specific challenges in accessing move on accommodation (low local housing allowance rates, availability, poor quality, limited security of tenure, environmental restrictions on planning, tenancy sustainment and churn in the private rented sector).

Analysis of move on data has shown particular barriers for young people and single people with support needs.

Future Plans

We need to work together to increase accommodation options for young people.

We need to extend prevention initiatives to include non statutory single homeless households.

Good quality affordable, safe housing is essential to our wellbeing and working together to address barriers to move on.

7.0 Resources and funding

Our future long term strategy will need to focus more heavily on the prevention of homelessness and being innovative in our joint working to tackling and preventing homelessness. It is imperative that we have sufficient resources in the Homelessness Services across Lincolnshire to respond to this demand.

The resources to deliver the strategy to prevent and tackle homelessness will primarily come from dCLG Homelessness Prevention Grant and Lincolnshire Public Health Funding.

Lincolnshire authorities have seen almost a 50% increase in their Homelessness Grant for 2009/10. This level of grant is guaranteed for 2012/13 and is likely to be set at a similar level for 2013/14 and 2014/15. Although all grants remain un-ring fenced, the Government has made a clear commitment to protecting and increasing the grant for Homeless prevention and is keen to see the grant used for this purpose.

The table below shows the Prevention Grants that were paid to Lincolnshire Authorities during the life of the strategy 2008 – 2012 and for the current financial year.

Local Authority	2008/09	2009/10	2010/11	2011/12	2012/13	Amount Retained 2012/13
Boston	£40,000.00	£41,050.00	£61, 000	£61,000.00	£61,000.00	Full Grant
East Lindsey	£50,000.00	£51,050.00	£77,000.00	£99,000.00	£99,000.00	Full Grant
City of Lincoln	£72,000.00	£73,050.00	£73,050.00	£130,270	£130,270	Full Grant
North Kesteven	£55,000.00	£56,050.00	£78,470.00	£78,470.00	£78,470.00	Full Grant
South Holland	£45,000.00	£46,050.00	£46,050.00	£78,470.00	£78,470.00	£48,000
South Kesteven	£55,000.00	£56,050.00	£56,050.00	£106,470.00	£106,470.00	Full Grant
West Lindsey	£30,000.00	£31,050.00	£64,470.00	£64,470.00	£64,470.00	Full Grant

In addition to the preventing homelessness grant, each local authority has also received grant funding with the specific purpose of preventing repossessions in their district.

Local Housing Authority Name	Preventing Repossession Fund allocation	Court Desk allocation	Total
	Amount	Amount	Amount
Boston	£30,000	£18,500	£48,500
East Lindsey	£50,314	£0	£50,314
Lincoln	£30,000	£18,500	£48,500
North Kesteven	£30,000	£0	£30,000
South Holland	£36,742	£0	£36,742
South Kesteven	£67,843	£0	£67,843
West Lindsey	£30,000	£0	£30,000
Total	£274,899	£37,000	£311,899

Further Grant funding from dCLG may be received to deliver specific projects throughout the life of the strategy.

8.0 Monitoring of the strategy

The Lincolnshire County Homelessness Strategy Group (LCHSG) is the body that brings together agencies across Lincolnshire that support homeless and vulnerable people and will deliver and monitor the actions of the strategy.

The LCHSG will re-establish and refocus local homelessness forums. Groups will focus on local homelessness issues and work towards achieving the relevant strategic priorities outlined in the action plan.

The strategy covers a five year period and (2012 – 2016). To ensure that the strategy is relevant and meaningful in preventing homeless across Lincolnshire additional actions may evolve and be integrated into the existing action plan to ensure a flexible approach.

Review of achievements against the strategy and action plan will be monitored annually by the Lincolnshire County Homelessness Strategy Group.

Homelessness Strategy monitoring mechanisms;

Lincolnshire County Homelessness Group – monthly meetings

Local homelessness forums

e-Newsletter

Action plan update – Annually

Performance measures – P1E Statutory Homelessness data

LCHSG Lincolnshire County Homelessness Strategy Group is the body that brings together agencies across Lincolnshire to support homeless and vulnerable people and deliver the actions of the strategy

DCLG Department for Communities and Local Government

Registered Providers are independent Housing Associations registered with the Homes and Communities Agency

Nightstop emergency housing for young people

Move On a move from supported housing to independent living

Foyer affordable and safe accommodation for young people linked to employment and training opportunities.

No wrong door – an approach to ensure all partners are working together and the applicant only has to approach one agency for all available support

11.0 Useful Links and References

The National Homelessness Advice Service (NHAS) <http://www.nhas.org.uk>
Offers advice agencies the specialist support and professional resources to give appropriate and accurate housing advice

Homelessness Link <http://homeless.org.uk> offers advice agencies specialist support and professional resources

Guidance to Children's Services and district housing authorities about Provision of Accommodation for 16 and 17 year old young people who may be homeless and /or require accommodation
<http://www.communities.gov.uk/publications/housing/homelesssixteenseventeen>

[Vision to End Rough Sleeping](#) - No second night out nationwide July 2011

Rough Sleeping Returns - This release provides national and regional information on rough sleeping counts and estimates carried out by local authorities between 1st October and 30th November 2011
<http://www.communities.gov.uk/publications/housing/roughsleepingautumn2011>

Homelessness Strategy Action Plan 2012 – 2016

Appendix 2

Priority Areas

Prevention
Partnership working
Welfare & Policy reform
Young People
Rough Sleeping

* Overarching Priority 'Move On' built into each priority area

Priority 1. Prevention - Early intervention and prevention play an important role in tackling homelessness. By being innovative in our approach to finding prevention opportunities we can ensure that those who are at risk of homelessness or already homeless can access appropriate advice, assistance and suitable accommodation. This priority focuses on maximising opportunities for people at risk of homelessness to sustain their accommodation, and relieving homelessness at the earliest opportunity.

This priority also incorporates actions made possible through the dCLG sub regional grant funding to tackle and prevent single homelessness. Actions resourced by additional dCLG grant funding (Lincolnshire – Rutland sub region) identified within action plan as 'Sub Regional Grant Funding'

What we will do?	How will we do it?	When will we do it?	Who will help?	What will success look like?	Resources
Develop resources and information for practitioners and customers across Lincolnshire and Rutland	Develop and maintain a comprehensive multi-agency directory of services and resources that can be used by practitioners across Lincolnshire and Rutland to signpost customers to the services they need	31 st March 2013	Led by Sub Regional Homelessness Strategy Officer Public Health (formally Supporting People) All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Comprehensive directory of services and resources developed and reviewed annually. Customers signposted to the right services to meet their needs	Sub Regional Grant Funding
	Raise awareness of the universal nature of homelessness by	31 st December 2013	Led by Sub Regional Homelessness Strategy Officer	Successful campaign including media, social media and	Sub Regional Grant Funding

	carrying out a 'breaking the myths' campaign and homelessness roadshow		Public Health (formally Supporting People) All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	other information sharing mechanisms such as bus advertising, waste vehicle advertising	
	Develop and promote the LCHSG website for customers	31 st December 2012	Led by Sub Regional Homelessness Strategy Officer	Website up and running, organisations are aware of the website and can sign post to it.	Sub Regional Grant Funding
	Develop the LCHSG website 'practitioner page'	31 st December 2012	Sub Regional Homelessness Strategy Officer	Website in place and service providers are aware and use and contribute to the website	Sub Regional Grant Funding
	Develop a range of literature in line with the priorities and actions of the LCHSG for customers and practitioners	31 st December 2012	Sub Regional Homelessness Strategy Officer	Literature developed and printed. Raised awareness of the project.	Sub Regional Grant Funding
	Produce quarterly e-newsletters for practitioners	31 st December 2012 for set up and throughout the life of the strategy	Sub Regional Homelessness Strategy Officer	e-newsletters focused in the priorities of the strategy and circulated quarterly	Sub Regional Grant Funding
	Explore the use of social media to raise awareness and promote the work of the LCHSG	End 2012 and throughout the life of the strategy	Sub Regional Homelessness Strategy Officer	Widely promoted launch on face book and twitter pages	Sub Regional Grant Funding
Implement a No Wrong Door Model across Lincolnshire and	Ensure that all non priority households	March 2013 and throughout life of the	All Lincolnshire Housing Authorities	Increase in Non priority households	Sub Regional Grant Funding

Rutland to address and prevent homelessness for non priority households, ensuring that all homeless people approaching an authority receive assistance	who are homeless or at risk of homelessness, approaching an authority for assistance are offered advice, support and access to accommodation.	strategy	(Lincolnshire – Rutland sub region) Led by Sub Regional Homelessness Strategy officer Homeless link dCLG	helped Decrease in homelessness	
	Introduce standard letters and action planning mechanism to enable advice and action plan tailored for each customer. This should be confirmed in writing for the customer to take away	March 2012 and throughout life of the strategy	Led by Sub Regional Homelessness Strategy officer All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Homeless link dCLG	Increase in Non priority households helped Decrease in homelessness Increased homelessness prevention Letter and action plan template in place	Sub Regional Grant Funding
	Where appropriate and suitable provide assistance with travel to households to enable access to appropriate accommodation to prevent or relieve homelessness	Throughout life of the strategy	Led by Sub Regional Homelessness Strategy officer	Consistent approach taken by all Local Authorities. Criteria in place for when to issue warrants for all to work to	Sub Regional Grant Funding
Develop robust procedures for supporting, assessing and accommodating people leaving hospital	Develop a protocol in partnership with Lincolnshire hospitals to prevent homelessness through joint working	31 st December 2014	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Lincolnshire Hospitals	Protocol developed with the aim of no one being discharged from hospital to the streets or inappropriate accommodation	Sub Regional Grant Funding

Develop a consistent approach to offering rent deposits for non priority households, based on existing best practice models	Review existing bond schemes countywide to understand effective and value for money ways of working	31 st December 2012	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Increase number of tenancies established and sustained in the private rented sector Understand the best approach to a deposit guarantee scheme	Sub Regional Grant Funding
	Explore the extension of current rent deposit schemes to incorporate non priority households	31 st December 2014	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Non- priority households can access the deposit guarantee schemes	Sub Regional Grant Funding
	Explore the options for development and administration of a specific rent deposit scheme for rough sleepers and non priority households	31 st December 2013	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Non- priority households can access the deposit guarantee schemes	Sub Regional Grant Funding
	Explore options for ensuring that all PRS properties secured through rent deposit schemes meet the required HHSSRS standard	31 st December 2015	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	PRS properties let with Deposit Guarantees are inspected and meet the HHSSRS standard One practitioner trained in each district	Sub Regional Grant Funding
Support households across Lincolnshire and Rutland facing eviction and repossession through financial difficulty to remain in their home	Actively promote, through Housing Options case work, opportunities to prevent homelessness through the Mortgage Rescue	Throughout life of the strategy	Lead Provider - Waterloo NHAS Homes and Community Agency	Stabilise households financial situation homeowners prevented from losing their home Increase in homeless preventions	Mortgage Rescue Scheme Preventing Repossession Fund

	scheme		All Lincolnshire Housing Authorities	for people with rent/mortgage arrears	
	Establish a mechanism for households who have benefited from the mortgage rescue scheme to contact L/A if now vulnerable as a result of HB changes	Throughout life of the strategy		Effective use of housing stock Increase in homelessness prevention	
Ensure households across Lincolnshire and Rutland are able to access timely debt advice	Understand and develop debt advice provision across Lincolnshire and Rutland	31 st December 2014	Led by Sub Regional Homelessness Strategy officer Public Health (formally Supporting People) All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Increased awareness and access to debt advice Analysis of provision across Lincolnshire and inclusion in a directory of services	Sub Regional Grant Funding
	Develop links with Lincolnshire Credit Union and actively promote and monitor access	31 st December 2014	Led by Sub Regional Homelessness Strategy officer Public Health (formally Supporting People) All Lincolnshire Housing Authorities	Improved financial stability	
	Promote the free court desk schemes across Lincolnshire and Rutland	Throughout life of the strategy	Led by Sub Regional Homelessness Strategy officer Public Health	Increased awareness of the scheme to prevent homelessness	Sub Regional Grant Funding

			(formally Supporting People) All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Homelessness through court repossessions prevented	
Maximise opportunities for people preparing to leave supported accommodation to make a planned and timely move	Establish tenancy training courses across Lincolnshire and Rutland	31 st December 2013	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Supported Housing Providers Axiom	Improved tenancy sustainment Ability to access private rented accommodation where appropriate	Sub Regional Grant Funding
	Ensure prioritisation across all Local Housing Authority allocation schemes to people preparing to move on from supported accommodation, including those leaving care	Throughout life of the strategy	All Lincolnshire Housing Authorities Leaving Care Service Supported Housing and Floating Support Providers	Increased planned move on Increased capacity in supported accommodation projects	Within existing resources
	Deliver housing options surgeries where appropriate to widen access to housing advice and engage people who might otherwise be difficult to reach	31 st December 2012	Pathways Centre All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) LCHSG partners	Increased move on Regular surgeries provided to assist move on from quick access supported accommodation	Sub Regional Grant Funding
	For individuals ready to move, develop a consistent, readily accepted supporting statement to confirm	June 2013	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Increased move on Commonly agreed proforma	Sub Regional Grant Funding

	they are “ready to move”		Supported Housing Providers Leaving Care Service Registered Providers		
Develop accommodation and tenancy sustainment pathways for people leaving prison and high risk offenders	Monitor the numbers and outcomes of prisoners released into Lincolnshire and Rutland	31 st December 2014	Prison protocol sub group		Within existing resources
	Develop a mechanism for Courts to notify LA’s when an individual is sentenced to enable appropriate support to sustain the tenancy or to end tenancy appropriately	Throughout life of the strategy	Prison protocol sub group Lincolnshire Probation Trust HM Court Service	Tenancy sustainment for prisoners on short-term sentences to prevent homelessness on release Rent arrears not incurred	Sub Regional Grant Funding
	Implement prison release protocol to meet the needs of offenders and reduce the offending risks associated with homelessness	31 st December 2014		Protocol developed with the aim of no one being discharged to the streets or inappropriate accommodation	Sub Regional Grant Funding
	Develop relationships with key services to prevent homelessness within the offender cohort and enable positive and timely move on	Throughout life of the strategy	Lincolnshire Probation Trust Lincolnshire action Trust Nacro YMACA	Knowledge is shared to enable tenancy sustainability for prison leavers and decreased re-offending.	Sub Regional Grant Funding
	Commitment to support high risk	Throughout life of the strategy	Lincolnshire Probation Trust	Cross boundary working to prevent	Sub Regional Grant Funding

	offenders in suitable accommodation in line with MAPPA requirements		MAPPA Lincolnshire Police	homelessness and minimise risk	
Maximise opportunities for people at risk of homelessness to retain their accommodation or to make a planned move to suitable accommodation	Establish pre eviction protocols between supported housing providers, social housing providers and All Lincolnshire Housing Authorities for households at risk of homelessness so that a support package can be put in place	31 st December 2013	Supported housing providers All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Registered Providers Local Vulnerable Adult Panels Public Health	Protocols established with all RP's and Supported Housing Providers Reduce abandonment and eviction across Lincolnshire Improved tenancy sustainment through intervention	Sub Regional Grant Funding
	Ensure that supported housing providers engage with All Lincolnshire Housing Authorities to arrange planned moves from supported accommodation	Throughout life of the strategy	Supported housing providers All Lincolnshire Housing Authorities Registered Providers Local Vulnerable Adult Panels	Protocols established with all RP's and Supported Housing Providers Reduce abandonment and eviction across Lincolnshire including a short form detailing the intended eviction reasons etc Increased move on from supported housing	Within existing resources
	Raise awareness of and support the delivery of the services to prevent	Throughout the life of the strategy	Families Working Together Team Local Vulnerable	Tenancy sustainment and support for families with complex needs	

	homelessness for families with complex needs		Adult Panels		
Develop a consistent, effective and value for money approach to preventing homelessness for victims of domestic abuse in Lincolnshire	Explore options for developing consistent approach to providing assistance to victims of domestic abuse to enable them to remain in their own homes, based on more suitable alternative accommodation and existing best practice models	Throughout life of the strategy	All Lincolnshire Housing Authorities Domestic Abuse Service Manager Lincolnshire Police Women's Aids	Reduce repeat victims of crime and homelessness prevention	Within existing resources
	Facilitate training for the county group practitioners	31 st December 2012	All Lincolnshire Housing Authorities Domestic Abuse Service Manager IDVA Service	Cross boundary working	Within existing resources

Priority 2 Partnership Working – Partnership working underpins the delivery of a comprehensive and holistic service to households that are homeless or threatened with homelessness. The complexity of homelessness requires innovative partnership working, sharing skills, expertise and supporting one another - to prevent and tackle homelessness for each person in need of our services.

Partnership working on homeless prevention and homelessness involves a considerable range of agencies dealing with a wide range of issues. Lincolnshire authorities and agencies have a strong track record of working together through the Lincolnshire County Homelessness Strategy Group and will continue to work as a multi disciplinary partnership to achieve positive outcomes to support homeless and vulnerable people.

This priority also incorporates actions made possible through the dCLG sub regional grant funding to tackle and prevent single homelessness. Actions resourced by additional dCLG grant funding (Lincolnshire – Rutland sub region) identified within action plan as ‘Sub Regional Grant Funding’

What we will do?	How we will do it?	When will we do it?	Who will help?	What will success look like?	Resources
Maintain robust approach to coordinating homelessness prevention across Lincolnshire and Rutland through the LCHSG and district homelessness forums	Subject to resource availability maintain ongoing commitment to Sub Regional Homelessness Strategy Officer post	On an annual basis		Officer in post for the duration of the strategy	Lincolnshire District Council contributions *subject to resource availability
	Provide administrative coordination to coordinate the delivery of Single Homelessness and Rough Sleeper Grant Funding	Throughout life of the strategy	LCHSG	Action plan for the coordination of the Single Homelessness and Rough Sleeper Grant funding	Sub Regional Grant Funding
	Ongoing commitment to the LCHSG to provide a partnership strategic approach to countywide homelessness issues	Throughout life of the strategy	All LCHSG attendees	Ongoing representation at LCHSG meetings Maintain monthly meetings	Within existing resources

	Re-launch local homelessness Forums ensuring local authority led and supported by partner agencies and align with LCHSG priorities and cover local issues for partners to exchange information and best practice	31 st December 2012	All Lincolnshire Housing Authorities LCHSG Partners	Co-ordinated, and inclusive services with a multi-disciplinary approach to meeting need, to deliver the homelessness strategy action plan Annual programme of homeless forums in each area	Within existing resources
Ensure that the LCHSG has robust and transparent governance arrangements, to include monitoring the progress of the Homelessness Strategy Action Plan	Revise Terms of Reference for the Lincolnshire County Homelessness Strategy Group	31 st December 2012	Lincolnshire Supported Housing Partnership All Lincolnshire Housing Authorities	Clear and robust governance in place Terms of Reference	Within existing resources
	Ensure clear governance is in place for decision making and use of resources	31 st December 2012	Lincolnshire Supported Housing Partnership All Lincolnshire Housing Authorities	Formal governance structure and monitoring of progress Clear decision making arrangements for funding and resources	Within existing resources
	Formal report on the progress against the action plan to be delivered to the Supported Housing Partnership on an	On an annual basis throughout the life of the strategy	LCHSG Chair LCHSG Vice Chair Sub Regional Homelessness	Progress and achievements shared	Within existing resources

	annual basis		Strategy Officer		
	Monitor the delivery of the Homelessness Strategy action plan including sharing budget information	Throughout life of the strategy		Report bi-annually to relevant committee on progress with the action plan Transparent service delivery	
Establish an agreed minimum standard of monitoring at district level for homeless, advice & prevention cases	Commitment to continue to complete P1E returns	Throughout life of the strategy	All Lincolnshire Housing Authorities	Robust data on statutory homelessness and homelessness prevention can inform service development and delivery P1E returns completed quarterly	
	Monitoring prevention activity including non statutory single homeless	Throughout life of the strategy		Increased prevention demonstrated through increase in P1E prevention	
Ensure a multi agency approach is taken to assist with securing accommodation options for complex cases	Introduce the 'vulnerable adults panel' model or equivalent in each district across Lincolnshire and Rutland	31 st December 2015	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Sub Regional Homelessness Strategy Officer	Increased move on Reduction in homelessness	Sub Regional Grant Funding
	Explore options for ensuring access to resources for VA panels to prevent	31 st December 2013	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Increased move on Reduction in homelessness	Sub Regional Grant Funding

	<p>homelessness by developing practice guidance to assist decision making on a case by case basis</p> <p>Develop application and approval process and explore options for the release of funds (including funding limits)</p>		Sub Regional Homelessness Strategy Officer		
<p>Develop knowledge and expertise of practitioners across Lincolnshire and Rutland to maximise opportunities to prevent and tackle homelessness</p>	<p>Facilitate and deliver training and shadow practitioners across Lincolnshire and Rutland in line with strategic priorities, and emerging needs to develop awareness and understanding of services to tackle homelessness effectively</p>	Throughout life of the strategy	<p>All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)</p> <p>National Homelessness Advice Service</p>	Homelessness workshops ran across each authority	<p>Sub Regional Grant Funding</p>
	<p>Enhance links with providers of Supporting People Funded services through the Provider executive</p>	Throughout life of the strategy	Chair of Provider Executive	Greater links and shared information issues and barriers addressed	
<p>Improve referral pathways for supported housing across Lincolnshire</p>	<p>Develop and adopt a standardised referral form across all supported housing services in Lincolnshire</p>	31 st December 2012	<p>LCHSG</p> <p>Public Health</p> <p>Supported Housing Providers</p>	Standard referral form and process in place.	

	Explore the options for developing a central referral point for supported accommodation providers in Lincoln based on existing best practice models	31 st December 2013	All Lincolnshire Housing Authorities All Supported Housing Providers Public Health	Central referral system and best use of supported housing and reduced homelessness	
Better understand customer experiences of homelessness and prevention services in Lincolnshire	Engage with customers to survey their experience of homelessness services	Throughout life of the strategy	All Lincolnshire Housing Authorities All Supported Housing Providers Public Health	Engagement with customers and service delivery informed by service users	
	Explore the options for including customers in LCHSG and District Forums	Throughout life of the strategy			

Priority 3 Welfare & Policy Reform – To meet the challenges of economic change and welfare and policy reform it's essential to monitor the impact of the changes to reduce and manage the demand on our homelessness services through developing access routes into the private rented sector and preventing eviction.

The Government's ambitions to improve the affordability, stability and quality of housing are inextricably linked to the benefits system. The best way to help people build a secure future for themselves and their families is to help them find a job. The Government has introduced a radical package of reforms through the Welfare Reform Bill, which will make the most fundamental reforms to the social security system for 60 years. It will deliver a system that is simpler, fairer and ensures that work always pays, helping to break the cycles of deprivation that trap people in poverty and unsuitable housing.

This priority also incorporates actions made possible through the dCLG sub regional grant funding to tackle and prevent single homelessness. Actions resourced by additional dCLG grant funding (Lincolnshire – Rutland sub region) identified within action plan as 'Sub Regional Grant Funding'

What will we do?	How will we do it?	When will we do it?	Who will help?	What will success look like?	Resources
Develop partnership working agreements between All Lincolnshire Housing Authorities , Housing Benefit Teams and Job Centre Plus across Lincolnshire and Rutland	Establish effective referral and information sharing processes between HB teams and HO teams	End 2012	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) All Housing Benefit Teams Job Centre Plus	Information shared freely between teams	Sub Regional Grant Funding
	Representatives from JCP and HB Teams to attend LCHSG meetings	Throughout life of the strategy	All All Lincolnshire Housing Authorities All Housing Benefit Teams Job Centre Plus	JCP and HB representatives attend the LCHSG meetings	
	Ensure each Local Authority has a mechanism to	Throughout life of the strategy	All Lincolnshire Housing Authorities	Agreements in place to share information on:	

	understand the households that will receive a reduced amount of benefits when transitional protection ends, to enable a planned service response		All Housing Benefit Teams Job Centre Plus	Claimant Name Household Address Current Claim (status / type) Date Affected by Change	
	Include policy updates as standing agenda item at the LCHSG to generate discussion and collaboration	Throughout life of the strategy	All Lincolnshire Housing Authorities	Evidence used to inform policy and services	Within existing resources
Work together to mitigate the impacts of the Welfare Reform Act	Negotiation with landlords to delay or prevent eviction	Throughout life of the strategy	All Lincolnshire Housing Authorities	Households are able to remain in their home or access alternative accommodation	
	Explore options to mitigate the impact of the changes to the single room rate by maximising the availability of good quality, well managed single rooms for rent for the under 35's, e.g. supported lodgings, securing nomination rights during the HMO licensing process.	31 st December 2015	Private Sector Teams All Lincolnshire Housing Authorities	Single people, under 35, are able to access rooms for rent	
	Liaise and share housing needs information with registered providers	Throughout life of the strategy	Registered Providers Planning Teams	Affordable accommodation available to meet housing need	

	and developers to ensure that new build accommodation meets housing need and promotes affordability				
	Explore options for a house share model across Lincolnshire and Rutland	31 st December 2015	All Lincolnshire Housing Authorities Registered Providers Private Sector Teams		
	In partnership with Registered Providers, review Local Lettings Plans to ensure they promote sustainable communities whilst meeting housing need	31 st December 2102	All Lincolnshire Housing Authorities Registered Providers Strategy & Enabling Teams	Appropriate and evidenced Local Lettings Plans are in place with agreed annual reviews	
Develop and monitor use of Discretionary Housing Payments to prevent homelessness	Agree referral routes and criteria for HO to refer customers to HB for a DHP assessment	Throughout life of the strategy	Housing Benefit Teams All Lincolnshire Housing Authorities	Allows DHP to be used to prevent homelessness, for example offering rent deposits / supplement rent in short term / longer term supplement for those households who cannot move	
	Develop a consistent mechanism for recording where DHP has prevented	31 st December 2014	Led by sub regional homelessness strategy officer	Increased homelessness prevention recorded	

	homelessness			More robust recording of homelessness prevention efforts	
	Explore the viability for DHP's being administered by housing teams across Lincolnshire and Rutland	31 st December 2014	Housing Benefit Teams All Lincolnshire Housing Authorities	More robust recording of homelessness prevention efforts	
Raise local awareness of welfare reform and its implications for Lincolnshire and Rutland by providing clear and timely information	Understand and share the tenancy strategies and policies of each Local Authority and Registered Provider	June 2103	All Lincolnshire Housing Authorities Registered Providers	Tenancy Strategies and Policies will be available on each Local Authority and Registered Providers website, paper copies will be available on request.	
	Develop a communications Plan to ensure households are aware of the implications of welfare and policy reform, and support available	31 st January 2013	All Lincolnshire Housing Authorities Housing Benefit Teams	Communication plan in place	
	Raise awareness for households eligible for 'extra room rate' (those with a medical need for somebody to stay over to provide care)	Throughout life of the strategy	Led by sub regional homelessness strategy officer	Income maximization and prevention of homelessness	Within existing resources
Develop incentive schemes for under occupiers across Lincolnshire and Rutland to	Develop mechanism for understanding and sharing	End 2014	All Lincolnshire Housing Authorities (Lincolnshire –	Freeing up housing stock based on housing	Sub Regional Grant Funding

promote social mobility, affordability and effective use of social housing stock	information relating to under occupancy in social housing in Lincolnshire and Rutland		Rutland sub region) Registered Providers	need	
	Explore best practice to inform the development of an under occupancy incentive scheme in each district to encourage downsizing in the social rented sector	End 2014	All Local Authorities Registered Providers	Successful schemes in place across all districts Effective use of social housing stock More fluid housing register	
Improve access to the private rented sector through effective landlord partnerships	Actively engage and develop relationships with landlords at district level through attendance at landlord forums, landlord focus groups and homelessness prevention workshops	Throughout life of the strategy	All Local Authorities Private Sector Renewal Teams Housing Benefit Teams Support Providers	Raised awareness increase in willingness of private sector landlords to accept tenants on benefit and tenants with chaotic tenancy histories	
	Identify achievable landlord incentive options to increase access to the PRS and ensure it is affordable -free advertising -HMO registration fees -Subscriptions to National Landlord	31 st December 2013	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Housing Benefit Teams Private Sector Teams	Non priority households supported Incentive packages in place	Sub Regional Grant Funding

	Association or equivalent				
	Provide information training and advice to landlords	Throughout life of the strategy	Led by Sub Regional Homelessness Strategy Officer	Landlord rights and responsibilities leaflet produced	Sub Regional Grant Funding
	Contact landlords using the bond schemes across Lincolnshire and Rutland, and encourage landlords to support tenants to get advice if they are affected by the welfare reform.	Throughout life of the strategy	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Landlord Forums Private Sector Teams Housing Benefit Teams	Reduced homelessness increased tenancy sustainment	Sub Regional Grant Funding
	Ensure landlords are aware of support services which could help those affected by the changes, e.g. floating support	Throughout life of the strategy	Landlord Forums Private Sector Teams Housing Benefit Teams	Reduced homelessness increased tenancy sustainment	
	Explore options for tenant accreditation model across Lincolnshire and Rutland	31 st December 2015	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Support Providers Landlords Members	Best practice examples explored for viability in Lincolnshire and Rutland	Sub Regional Grant Funding
	Ensure LHA payments are made directly to landlords where possible, to	Throughout life of the strategy	Landlord Forums All Local Authorities	Increased tenancy sustainment	

	enable access to or sustainment of a tenancy		Housing Benefit Teams DWP		
Increase accommodation options by maximising options to bring empty properties back into use	Encourage landlords to align rents with LHA levels to support affordability	Throughout life of the strategy	All Local Authorities	To make communication better. To know of definite amounts before policies are implemented.	
	Public recognition for those landlords working in partnership to reduce rent to affordable levels	Throughout life of the strategy			
	Support options for bringing empty homes back in to use to meet housing need	Throughout life of the strategy	Private sector renewal teams	More empty homes are brought back into use. Link to the Lincolnshire Empty property strategy	
	Explore opportunities for innovative ways to engage customers in bringing empty properties back into use to promote access to the PRS, for example: the development of a 'paint to rent' scheme	31 st December 2016	Private sector renewal teams Support Providers	Increase of suitable affordable accommodation and development of skills	
Ensure safeguarding considerations for vulnerable households affected by changes	Review safeguarding policies to incorporate impact of Welfare Reform	Throughout life of the strategy	All Local Authorities	Policies reflect the impact of the Welfare reform	

	Act				
	Ensure a multi agency approach to considering alternative housing options for vulnerable households or those with complex needs who are unable to remain in their homes due to welfare reform	Throughout life of the strategy	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Support Agencies	Effective use of multi agency vulnerable adults panel's	Sub Regional Grant Funding
	Regular attendance at Children's Services team meetings to provide housing briefings and advice to practitioners	Throughout life of the strategy	All Lincolnshire Housing Authorities Children's Services Teams	Raised awareness of housing	
	Ensure PRS landlords and practitioners understand safeguarding and have received training and are aware of safeguarding issues and referral mechanisms	Throughout life of the strategy	Landlord Forums All Lincolnshire Housing Authorities District Forums LCHSG District Safeguarding Working Group	Annual safeguarding training attended by each authority? Training and regular briefing updates at landlord forums	
Support opportunities to promote training or education opportunities for households at risk of homelessness	Establish a sub group to develop a multi agency approach to tackling worklessness across Lincolnshire and Rutland		All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Floating Support DWP	Advice with a focus on employment – access to work or training improved access to work	Sub Regional Grant Funding

Priority 4 - Young People – We are committed to working together to meet the needs of young people across Lincolnshire, by developing a clear pathway out of homelessness, focusing on early intervention and prevention, prevention at the point of crisis, support and stabilisation and resettlement. Intervening early to prevent homelessness amongst young people is an important part of Local Authority homelessness strategies, working with young people before the door to the family home closes behind them. We also need to prepare for the additional implications for young people that we will see as a result of policy change and economic challenge.

This priority also incorporates actions made possible through the dCLG sub regional grant funding to tackle and prevent single homelessness. Actions resourced by additional dCLG grant funding (Lincolnshire – Rutland sub region) identified within action plan as ‘Sub Regional Grant Funding’

What we will do?	How will we do it?	When will we do it ?	Who will help?	What will success look like?	Resources
Raise awareness of the realities of homelessness and of the housing options available for young people and care leavers	Explore options for implementing a consistent homelessness awareness programme in schools as part of the PSHE curriculum	End 2014	Youth Housing Coordinator Sub Regional Homelessness Strategy Officer Lincolnshire County Council - Children's Services All District Housing Authorities	Young people are able to make informed decisions about leaving home Reduction in youth homelessness	District Council Contributions
	Consider ongoing financial commitment to youth homelessness drama	2012 - 2016	Lincolnshire County Council - Children's Services All District Housing Authorities	Young people are able to make informed decisions about leaving home Theatre tour commissioned to raise awareness of homelessness for	District Council Contributions

				16 / 17 year olds	
	Explore the use of social media to raise awareness and improve young people's access to advice and information about homelessness and living independently	End 2012	Youth Housing Coordinator Sub Regional Homelessness Strategy Officer	Social Media used as a mechanism to share information and communicate with young people Homelessness reduced	District Council Contributions
Ensure youth housing and homelessness issues are identified and addressed by partners in a strategic way	Children's Services and Local Housing to implement a joint protocol and practice guidance for young people and care leavers at risk of homelessness	End 2013	Lincolnshire Youth Housing Coordinator Children's Services All District Housing Authorities	An effective joint protocol and guidance that meets the needs of homeless young people across Lincolnshire A reduction in youth homelessness	Within existing resources
	Support the development and implementation of the Lincolnshire youth housing pathway	Throughout the life of the strategy	Lincolnshire Youth Housing Coordinator Children's Services All District Housing Authorities	An effective joint protocol and guidance that meets the needs of homeless young people across Lincolnshire A reduction in youth homelessness	Within existing resources
Prevent youth homelessness and promote tenancy sustainment through investment in early intervention and partnership working	Commitment made across Lincolnshire to carry out joint agency visits to assess the needs of young people and care leavers to	Throughout life of the strategy	All District Housing Authorities Children's Services County Youth Housing Coordinator	Effective working relationships across Lincolnshire Access to timely housing options	Within existing resources

	prevent homelessness		Schools	and advice tailored specifically to young people	
	Commitment made to carry out home visits for all parental (and friends/ family) exclusions. Ideally, home visits should be on the same day or next day	Throughout life of the strategy	All District Housing Authorities Children's Services County Youth Housing Coordinator Schools	Effective working relationships across Lincolnshire Access to timely housing options and advice tailored specifically to young people	Within existing resources
	Prevent incidence of youth homelessness caused by relationship breakdown through use of mediation and Family Group Conferencing	Throughout life of the strategy	All District Housing Authorities Children's Services County Youth Housing Coordinator Schools	Mediation Service Level Agreements in place	
	Develop a 'young tenants' handbook to assist young people when they establish their first tenancy	31 ST December 2012	Youth Housing Coordinator Sub Regional Homelessness Strategy Officer	Young tenants guide developed with young people Improved tenancy sustainment	District Council Contributions
	Develop protocols with supported housing providers which set out the arrangements to be followed before and after a decision is taken to evict a young person	End 2015	Supported Housing Providers Supporting People Leaving Care Service	All supported housing providers of young person's accommodation across Lincolnshire signed up to consistent, staged warning procedure	Within existing resources
Develop emergency and short	Explore	End 2013	All District Housing	Unsuitable	

term accommodation options for young people across Lincolnshire and Rutland; ensuring that bed and breakfast is no longer used at the point of crisis and that best use is made of short term, supported accommodation	opportunities to replicate the crash bed model across Lincolnshire		Authorities Children's Services Accommodation and support providers	emergency accommodation for young people no longer used	
	Support the development of Supported Lodgings, Nightstop,	Immediately and throughout the life of the strategy	All District Housing Authorities Children's Services County Youth Housing Coordinator	Promoting support and stabilisation for young people through increasing capacity and variety in accommodation options	
	Ensure best use of supported accommodation by developing clear move on pathways	Throughout life of the strategy	County Youth Housing Coordinator Accommodation and support providers	Accommodation that is available and appropriate to the individuals needs	

Priority 5 - Rough Sleeping - Supporting; Vision to end rough sleeping No One Left Out July 2011

“Homelessness is not just a problem of scale. It’s also a problem of complexity; no two people lose their home for the same reason. They all have different life stories. For some it’s a dramatic change like losing a job or leaving the armed services. For others a problem with drugs or alcohol. In some cases family breakdown or mental illness. For many it’s a combination of all of these”. *Vision to end Rough Sleeping No Second Night Out: Nationwide - HM Government*

Made possible through dCLG and Homelessness Transition Funding, we will ensure the delivery of a robust ‘Rough Sleeper and Outreach Service’ to operate across Lincolnshire and Rutland 2012 – 2015, to end rough sleeping in line with the Government’s vision.

This priority also incorporates actions made possible through the dCLG sub regional grant funding to tackle and prevent single homelessness. Actions resourced by additional dCLG grant funding (Lincolnshire – Rutland sub region) identified within action plan as ‘Sub Regional Grant Funding’

What will we do?	How we will do it?	When we will do it?	Who will help?	What will success look like?	Resources
Implement and Deliver a Rough Sleeper and Street Out Reach Service across Lincolnshire and Rutland during 2012 – 2015	Implement rough Sleeper and street out reach service	2012 – 2015	All Lincolnshire Housing Authorities Framework HA	Rough sleeping reduced in Lincolnshire	Lincolnshire and Rutland Rough Sleeper Project – within existing resources
	Develop an exit strategy	End 2015	Led by Framework HA All Lincolnshire Housing Authorities	Successful transitional service that has addressed and tackled rough sleeping, enabling Lincolnshire and Rutland to have put an end to rough sleeping	Lincolnshire and Rutland Rough Sleeper Project – within existing resources
Develop effective joint working arrangements to tackling rough sleeping across Lincolnshire and Rutland	Single approach to allocation of grant funding to deliver rough sleeper service across	Throughout life of strategy	All Lincolnshire Housing Authorities Local Agencies	Rough sleepers will not have to provide the same information to multiple agencies	Sub Regional Grant Funding Homelessness Transition Fund

	Lincolnshire and Rutland			More effective referral process Improved information sharing and joint working process	Lincolnshire and Rutland Rough Sleeper Project
Understand prevalence and rough sleeping hotspots across Lincolnshire and Rutland	All Local Authorities to carry out annual rough sleeper counts during the life of the strategy	2012 - 2016	All Lincolnshire Housing Authorities Framework HA Homeless Link	All Local Authorities to submit one 'count' per year to dCLG during the life of the strategy	Within existing resources
	Hotspot counts to be carried out across Lincolnshire and Rutland on a quarterly basis	On a quarterly basis throughout the life of the strategy	Framework HA	Robust data verifying rough sleeping Reduction in rough sleeping	Lincolnshire and Rutland Rough Sleeper Project – within existing resources
	Detailed report to be submitted to LCHSG each quarter	On a quarterly basis throughout the life of the strategy	Framework HA LCHSG	Reduction in number of rough sleepers	Lincolnshire and Rutland Rough Sleeper Project – within existing resources
	Analyse rough sleeping data and identify emerging trends	On a quarterly basis throughout the life of the strategy	Framework HA LCHSG		Lincolnshire and Rutland Rough Sleeper Project – within existing resources
Develop a robust rough sleeper reporting mechanism and ensure that it is widely promoted	Implement a phone line with immediate outreach response for agencies and the general public to report if they have seen or are aware of somebody sleeping rough	June 2012	Framework HA All Lincolnshire Housing Authorities LCHSG	Reduction in rough sleeping	Homelessness Transition Fund Rough Sleeper Project

	Raise agency awareness of the rough sleeper service and reporting mechanism	Throughout life of the strategy	Framework HA All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Increased awareness demonstrated by increased reporting	Within existing resources
	Raise public awareness of the rough sleeper service and reporting mechanism	Throughout life of the strategy	Framework HA All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Successful media campaign to raise awareness Increased reports of rough sleepers	Sub Regional Grant Funding
	Provide personalised and holistic packages of support to rough sleepers who secure tenancy through a rent deposit scheme.	Throughout life of the strategy	Led by Framework HA All Lincolnshire Housing Authorities	Increased number of people with high level support needs who are able to sustain their tenancy	Lincolnshire and Rutland Rough Sleeper Project – within existing resources
	Develop Move in packs to support people moving into accommodation	31 st December 2013	Led by Framework HA All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Contents of move in packs agreed and costed	Sub Regional Grant Funding
	Create a new tenants handbook to assist rough sleepers when they move in to a new tenancy	31 st December 2012	Led by Framework HA Supported by sub regional homelessness strategy officer All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)		Sub Regional Grant Funding
Ensure that rough sleepers, including those no recourse to	Implement a supported	Throughout life of the strategy	Framework HA	Reduction in the level of crime and	Sub Regional Grant Funding

public funds and new migrant populations, are assisted to return to their area of local connection or country of origin	reconnection service to reduce rough sleeping including those with no recourse to public funds		All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	antisocial behaviour associated with rough sleeping	
	Provide supported reconnection beds for households whilst reconnection and travel is arranged	Throughout life of the strategy	Framework HA All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Reduction in rough sleeping Increase in successful reconnections	Within existing resources
	Work in partnership with UKBA to support reconnection of central and eastern European rough sleepers to their country of origin	Throughout life of the strategy	UKBA	Reduction in rough sleeping Increase in successful reconnections	Lincolnshire and Rutland Rough Sleeper Project – within existing resources
	Monitor number and destination of reconnections recorded and reported to LCHSG	Throughout life of the strategy	Led by Framework HA		Lincolnshire and Rutland Rough Sleeper Project – within existing resources
	Develop joint protocols with the embassies of accession states to ensure effective reconnection of rough sleepers	Throughout life of the strategy	Led by Framework HA	More effective repatriation service Increase in numbers of rough sleepers repatriated to country of origin	Lincolnshire and Rutland Rough Sleeper Project – within existing resources
Understand homelessness triggers and homelessness trends for ‘non priority’ households to inform prevention services and prevent rough sleeping	Undertake needs analysis to understand triggers of homelessness, and reason for loss of accommodation	End 2013	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Led by sub regional		Sub Regional Grant Funding

	for non priority households		homelessness strategy officer		
	Develop a mechanism for information to be collected and shared locally		All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) Led by Sub Regional Homelessness Strategy Officer		Sub Regional Grant Funding
	Use data to develop targeted prevention services		All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)		Sub Regional Grant Funding
Develop and implement multi-agency Severe Weather Emergency Protocols or extended cold weather provision across Lincolnshire and Rutland	Communicate plans and advice services effectively Develop move on protocol from SWEP provision	Throughout life of the strategy	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region) & Voluntary Organisations	Minimise the risk of people dying on the streets Entrenched rough sleepers engaged in services	Sub Regional Grant Funding to complement existing resources
Improve the health of people affected by rough sleeping	Carry out a health needs audit to develop understanding of the health needs of rough sleepers, and the barriers faced by for rough sleepers in meeting their health needs	Throughout life of the strategy	Framework HA	Rough Sleepers are able to access appropriate health services	Within existing resources
	Ensure effective and responsive pathways exist to enable rough sleepers to access full range of primary health care and alcohol and	Throughout life of the strategy	All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Effective referrals to health care services	Sub Regional Grant Funding

	substance misuse services				
Engage and support entrenched rough sleepers	Entrenched rough sleepers identified through outreach work	Throughout life of the strategy	Framework HA All Lincolnshire Housing Authorities (Lincolnshire – Rutland sub region)	Reduced rough sleeping	Sub Regional Grant Funding
	Utilise case conference approach to supporting, finding and where required, resourcing solutions for individual rough sleepers	Throughout life of the strategy	Through vulnerable adult panels	Use of vulnerable adult panels to consider and access housing options for rough sleepers	Within existing resources
Reduce anti social behaviour caused by rough sleeping and tenancy failure	Develop links with community safety police and ASB teams to allow for earlier, coordinated intervention	Throughout life of the strategy	Lincolnshire Police Community Safety and ASB Teams Framework HA	Reduce crime and disruption on the streets	

Sub Regional Grant Funding to Prevent Single Homelessness and Rough Sleeping

Overview

- **£20 million made available to Local Authorities to ensure front line provision to prevent single homelessness and rough sleeping nationally.**
- Sub Region of Lincolnshire and Rutland has received an allocation of £259,000
- Boston Borough Council will act as lead authority
- Expectation that the funding will remain as a single approach and not be split between authorities within the sub region
- The Lincolnshire – Rutland sub region partnership has been highlighted as an example of best practice...we are a strong partnership and can make effective use of this funding

Objectives

- To prevent and tackle rough sleeping, single homelessness
- To develop a generic early intervention and prevention service

Aims

- Ensure that all homeless people approaching an authority for assistance get –
 - Tailored Advice and assistance to prevent or resolve homelessness – also set out in writing (see attached example)
 - An offer of suitable accommodation if required (be that access to the PRS, a hostel place or emergency accommodation)
 - Access to / linked into any additional support they may need
- This prevention activity / assistance should be provided irrespective of the route by which the customer came into contact with the authority (eg: through a front line housing options service, homelessness application, presenting as a rough sleeper, or any other route available in the local area)

A. Impact Summary			
Name and brief description of the function/policy/service being assessed			
Lincolnshire County Homelessness Strategy 2012 - 1016			
<ul style="list-style-type: none"> To continue to prevent homelessness through early intervention and prevention To increase access to good quality suitable accommodation To offer support where homelessness has occurred 			
The Lincolnshire County Homelessness Strategy supports the Council's equality objectives through providing housing advice and assistance to homeless and potentially homeless households. Preventing homelessness will deliver both social and economic benefits to residents of Lincolnshire and will have a positive impact on wider services such as health, education and employment.			
Information and data used to analyse the effects on equality			
<ul style="list-style-type: none"> EIA Discussion Group held on 10th May 2012 P1E Statutory Homelessness Return Applications to social housing – housing register 			
Group	Could particularly benefit	May adversely impact	No impact anticipated
People from different ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men, women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maternity/pregnancy impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled people or carers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People from different faith groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, gay or bisexual people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older or younger people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in rural locations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Married people or those in civil partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please briefly summarise how different groups stand to lose or benefit.			
<ul style="list-style-type: none"> Young People Rough Sleepers Single Homeless people 			
Young people, rough sleepers and single homeless people will positively benefit from implementation of actions within the strategy to prevent homelessness. However, the complex nature of homelessness will require the strategy to link with a broad range of different services, and bring into contact a diverse range of people.			
Young people have been identified as being vulnerable to homelessness across Lincolnshire due to parents no longer willing or able to accommodate them, difficulties in accessing suitable affordable accommodation, lack of service provision, and underdevelopment of skills to maintain a tenancy.			

<p>Rough Sleepers Nationally the biggest increase in rough sleeping is in the East of England and East Midlands. It is recognised that rough sleepers tend to gravitate towards Boston and Lincoln which are hotspots for rough sleeping. Future provision will be targeted in these areas to reduce rough sleeping.</p> <p>Single Homeless People single non priority homelessness people will benefit from extended advice and assistance, through the bolstering frontline provision to address and prevent single homelessness.</p>	
<p>Please list any actions planned to reduce the negative or increase the positive impact of the policy. Alternatively, explain why action is not possible.</p>	
<p>Consultation Team's recommendation on this policy/project/service: No major change needed</p>	
<p>B. EIA Outcome – to be completed by the relevant Board or Committee</p>	
<p>No major change needed <input checked="" type="checkbox"/></p>	<p>Adjust the policy <input type="checkbox"/></p>
<p>Adverse impact but continue <input type="checkbox"/></p>	<p>Stop and remove the policy <input type="checkbox"/></p>
<p>Further Comments if required:</p>	
<p>Signature</p>	<p>Date: 10th May 2012</p>
<p>This document has been approved to be published on the website <input type="checkbox"/></p>	

REPORT TO CABINET

REPORT OF: GOVERNANCE AND COMMUNICATION PORTFOLIO HOLDER

REPORT NO: HOF203

DATE: 2 JULY 2012

TITLE:	ICT Strategy: 2012-2015	
KEY DECISION	Key Decision	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Councillor Paul Carpenter Deputy Leader & Portfolio: Governance & Communication	
CONTACT OFFICER:	Richard Wyles, Head of Finance 01476 40 62 10 Email: r.wyles@southkesteven.gov.uk	
INITIAL IMPACT ASSESSMENT:		Full impact assessment Required: Yes
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Your Council and Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	Presentation to Resources Policy Development Group 29 March 2012	

1. RECOMMENDATION

- 1.1 That Cabinet adopt the ICT Strategy 2012-15 as attached at Appendix A to report number HOF203.

2. PURPOSE OF THE REPORT

- 2.1 To inform Cabinet of the background to, and content of, the ICT Strategy 2012-2015 and to request its adoption.

3. DETAILS OF REPORT

- 3.1 A review of the Council's ICT Strategy has been carried out and is now due for adoption by the Cabinet as a matter of local choice, as provided for in the Council's constitution.

3.2 Consultation with stakeholders has taken place through the period of preparation of the draft strategy.

4. OTHER OPTIONS CONSIDERED

4.1 The ICT Strategy is an important document for the Council and whilst there is no statutory requirement for a strategy, this strategy is required to ensure that the ICT supports the delivery of the Council's priorities.

4.2 The attached strategy covers the period 2012-2015, although the strategy will be reviewed annually to ensure that it remains fit for purpose.

4.3 The ICT strategy fulfils a number of important objectives:

- Secure buy in from all stakeholders for the development of ICT in the future
- Provides a framework for ICT to support the priorities within the council as a whole
- Act as a reference point for staff or partners to help them understand the operations and aspirations within ICT
- To identify opportunities to converge and maximise development with Lincolnshire on shared development of ICT
- Reduce and manage risk
- Identify and prioritise key areas where ICT can significantly improve service provision to service sections and citizens
- Secure management commitment for ICT plans and activities
- Maximise the council's IT investment by working in partnership with the service sections to ensure that they are making the optimum use of existing IT infrastructure.
- Provide 'best in class' solutions to all service sections to provide a high quality service to South Kesteven citizens.
- In order to measure the progress towards delivery of the above there will be a set of key performance measures put in place.
- The ICT service will work to demonstrate its value for money in the delivery of the service.

5. RESOURCE IMPLICATIONS

5.1 There are no direct resource implications from this strategy. Any future implications that arise as part of the delivery of the action plan will be considered as part of the budget setting process.

6. RISK AND MITIGATION (INCLUDING HEALTH AND SAFETY AND DATA QUALITY)

6.1 None arising from this strategy. Individual projects and initiatives will have their own risks and will be managed accordingly.

7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT

7.1 An equality impact analysis is attached at appendix B to the report.

8. CRIME AND DISORDER IMPLICATIONS

8.1 None specific to this strategy.

9. COMMENTS OF FINANCIAL SERVICES

9.1 The financial implication arising from the approval of the strategy will be incorporated into the budget setting process and the medium term financial planning of the Authority.

10. COMMENTS OF LEGAL AND DEMOCRATIC SERVICES

10.1 I fully support the contents and the need for an up to date ICT strategy to ensure that ICT is fit for purpose. It is essential that the ICT strategy sets a clear steer for the all governance issues relating to IT use and in particular the protection and processing of data.

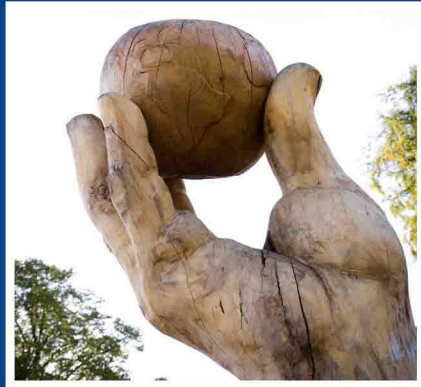
11. APPENDICES

- Appendix A - ICT Strategy 2012-2015
- Appendix B – Equality Impact Analysis



SKDC ICT Strategy

2012 - 2015



your council working for you

Contents

1. Introduction..... 5

 Background 5

 ICT as an Enabler 5

 Objectives 6

 Relationships with other documents..... 6

2. The National, Lincolnshire and Local Context 8

 The National Context..... 8

 The Lincolnshire Context..... 9

 The South Kesteven Context 10

 Council’s Vision, Values and Priorities..... 11

3. The future of ICT 14

4. Where do we want to go 17

 Key Theme 1 – Supporting the Delivery of Priority Themes..... 17

 Key Theme 2 – Partnerships..... 17

 Key Theme 3 – New Underpinning Structures..... 17

 Key Theme 4 – Supporting elected members and officers fulfil their roles in delivering the Council's stated priorities. 17

5. Key Theme 1 - Supporting the Delivery of Priority Themes 18

 Community Broadband 18

 Support Agile Working..... 18

 Strategic Procurement and Service Reviews 19

 Service Application Improvements..... 19

 CCTV Shared Service 19

IT Partnership Working	19
Cleaner, Greener ICT	19
Print strategy.....	19
Desktop Refresh	19
Supporting the Delivery of the Customer Access Strategy	20
6. Key Theme 2 - Partnerships	21
Shared Network	22
Virtual Server Infrastructure.....	22
Thin Client Technology	22
Boston Borough Council.....	23
7. Key Theme 3 - New Underpinning Structures	24
ICT Steering Board	24
ICT Steering Board Scope	24
Project Management Methodology	24
ICT System Selection and Procurement.....	25
Procurement of Major Systems	25
Data Protection and Handling Data Responsibly	25
Cross-Service Area Review.....	26
Value For Money Measures.....	28
Primary Indicators	28
8. Key Theme 4 – Supporting elected members and officers fulfil their roles in delivering the Council's stated priorities.	30
9. Current ICT within Corporate Areas	31
Development and Growth	31

Community and Environment	32
Corporate.....	33
10. ICT Supporting Customer Access Strategy	36
11. Key Work Plan.....	37
Appendix 1 – Technical Projects.....	47
Appendix 2 – Glossary	49
Version Control.....	50

1. Introduction

Background

South Kesteven District Council (SKDC) delivers a range of services to its customers and stakeholders in a manner that meets their needs. The purpose of the Information & Communications Technology (ICT) service is to support and contribute to delivering the Council's priorities, objectives and aspirations.

This document replaces the original ICT strategy document released in June 2008.

This strategy is purposely designed to be 'built for change' and will be refined, updated and changed as the council's needs develop in the coming years. This strategy will not capture every ICT related project which must be undertaken in order to enable the delivery of the ICT Section and council's objectives. Rather, this document will act as a baseline and framework from which the ICT Section will manage their efforts over the coming years.

ICT as an Enabler

In order to get the best from its ICT investment, the Council recognises that it needs a comprehensive, business-led, customer facing ICT Strategy which will act as a framework and roadmap for the effective use and exploitation of ICT technologies and assets over the coming years.

The Council also sees that ICT will be one of the main enablers of change in the organisation as the council moves forward and faces the difficult financial challenges that lie ahead.

The Council's future success as an effective service provider relies extensively on how we as individuals, as teams, as an organisation and in partnerships, are able to strategically manage, develop and apply ICT. The Council believes that the ICT service forms an integral part of strategic planning. The organisation uses ICT to drive and enable business process re-design to improve both its own efficiency and increase the flexibility of service delivery models, including working with partners

Objectives

This ICT strategy develops an action plan that delivers a number of important objectives:

- Secures buy-in from all stakeholders for the development of ICT in the future
- Provides a framework for ICT to support the priorities within the council as a whole
- Act as a reference point for staff or partners to help them understand the operations and aspirations within ICT
- To identify opportunities to converge and maximise development with Lincolnshire district and county partners on shared development of ICT
- Reduce and manage risk
- Identify and prioritise key areas where ICT can significantly improve service provision to service sections and citizens
- Secure management commitment for ICT plans and activities
- Maximise the council's IT investment by working in partnership with the service sections to ensure that they are making the optimum use of existing IT infrastructure
- Provide 'best in class' solutions to all service sections to provide a high quality service to South Kesteven citizens
- In order to measure the progress towards delivery of the above there will be a set of key performance measures put in place
- The ICT service will work to demonstrate its value for money in the delivery of the service

Relationships with other documents

The ICT Strategy document is a key document that underpins and supports the following:

- The Council's Corporate plan
- Service Plans
- Culture Change Programme
- Corporate and business transformation projects
- People Strategy and Corporate Training Plan
- Customer Access Strategy including web development
- Medium Term Financial Planning
- Procurement Strategy

It is likely that the ICT strategy will also link to a number of documents that will directly contribute to the strategy, for instance the ICT Security Policy and other local policies and procedures.

2. The National, Lincolnshire and Local Context

In the development of an ICT strategy for the Council, it is important to have a context of developments at a National Government level, within partners in Lincolnshire and also against the current position of the delivery of ICT.

Where previously ICT was confined to the physical boundaries of the Council, new models of ICT have recently emerged. Externally hosted applications, flexible 'pay-as-you-go' contracts and additional ICT devices such as tablets are simple examples of the fast changing environment for the delivery of ICT.

The National Context

In March 2011 a new national ICT strategy for all government offices was produced. This had 3 broad themes:

- Part 1 : Reducing waste and project failure and stimulating economic growth
- Part 2 : Creating a common ICT infrastructure
- Part 3 : Using ICT to enable and deliver change

Whilst much of this document is more applicable to central government departments, the national strategy offers opportunities for this Council to provide new services or existing services at a better value to its customers. The developing local ICT infrastructure will benefit from the National ICT strategy and its deliverables.

Some important National strategy principles are relevant to the local Council strategy:

Part 1: Reducing waste and project failure and stimulating economic growth

- Investments in ICT support business needs and deliver expected benefits
- Application of agile ICT delivery methods
- Reuse and share ICT solutions and contracts
- Where appropriate, procure open source solutions
- Workforce has the capability to successfully deliver ICT-enabled business change and services

Part 2: Creating a common ICT infrastructure

- Data centre, network, software and asset consolidation and the shift towards cloud computing.
- Managing information effectively and appropriately is essential to the delivery of secure, seamless and efficient operational services

Part 3: Using ICT to enable and deliver change

- ICT is an enabler for opening up public service delivery to a range of providers competing to offer better and more cost-effective services
- Provide a technology environment that is flexible and usable across a wider delivery network
- Exploit mobile technologies, collaboration tools, video and teleconferencing
- Working flexibly and facilitating the rationalisation of the public sector's estate

With the development of the national Public Services Network (PSN), local and central government will become more connected.

Cloud computing, which is a general term used to describe access to either applications or an operating system from a hosted system and a remote provider. Recently the national G-cloud released an approved set of cloud solutions. It should be expected that the Council should be able to access these solutions and services from the PSN.

This ability to draw down services could lead to a wholesale change to the way current local government ICT services are delivered. It is entirely possible that the standard foundations of a local government organisation, such as local data centre and local desktop provision are completely changed and services are procured and delivered over the PSN.

The Lincolnshire Context

Over the last few years all the districts in Lincolnshire and the County Council have been exploring opportunities for shared working. With regional funding this has delivered a number key projects:

- Shared disaster recovery contract
- Development of a shared Lincolnshire WAN and shared internet connectivity

- Convergence of IP addressing schemes
- Development of a shared central server (Domain 9)
- Shared anti-virus contract
- Implementation of video conferencing
- Implementation of wireless connections
- Shared contract for an IT Health Check

A number of Lincolnshire documents have been created:

- Business cases for :
 - Desktop standardisation
 - Server consolidation
 - Procurement
- An overall Lincolnshire blueprint strategy

The main aim of these projects is convergence towards common approaches, systems and resources. Other shared service projects have helped to realise convergence such as the joint procurement of a new Revenues and Benefits system within some partners.

5 partners – South Kesteven, North Kesteven, Boston Borough, West Lindsey and City of Lincoln Councils have agreed to work closer as a partnership. This has directly resulted in the creation of a strategic ICT adviser role.

The South Kesteven Context

ICT can be an enabler to help service areas to deliver their service more efficiently, but also ICT shares a responsibility to review its own cost and identify any areas for cost savings and efficiencies.

In March 2011 a document was commissioned called the 'State of the District'. The purpose of the document was to give an overview of the current state of South Kesteven and the characteristics of the people who live and work here. The 'State of the District' summarised the position and included a wealth of statistical data (based on figures around February 2011).

Of particular relevance to the ICT strategy is the information on broadband capability within the district.

- Broadband access remains one of the poorest connections in the country. Lincolnshire remains in the bottom quartile for broadband speed.
- There are areas (specifically rural) that have no broadband access at all. Both Ethernet and fibre based services are significantly behind the national average.
- Lincolnshire also has one of the lowest levels of BT upgrade investment. Only two of the 125 exchange areas promised for an upgrade are in Lincolnshire.
- The average broadband speed in Grantham is significantly lower than the national average.

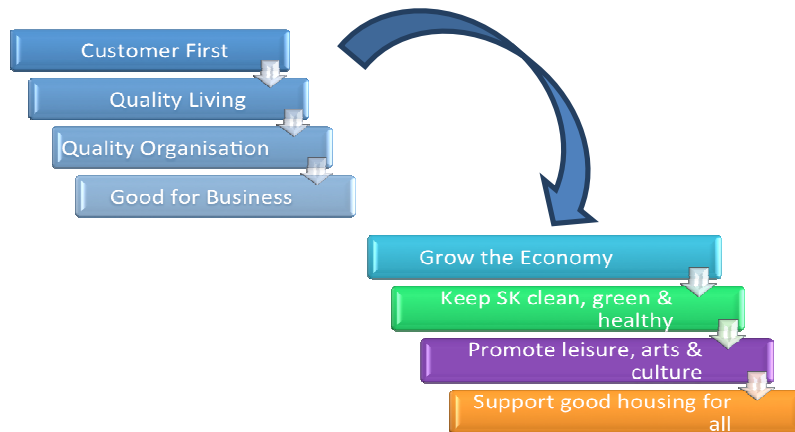
Council's Vision, Values and Priorities

In October 2011 the Council agreed a new Vision, Values and Priorities for South Kesteven for 2011-15 and beyond to 2021.

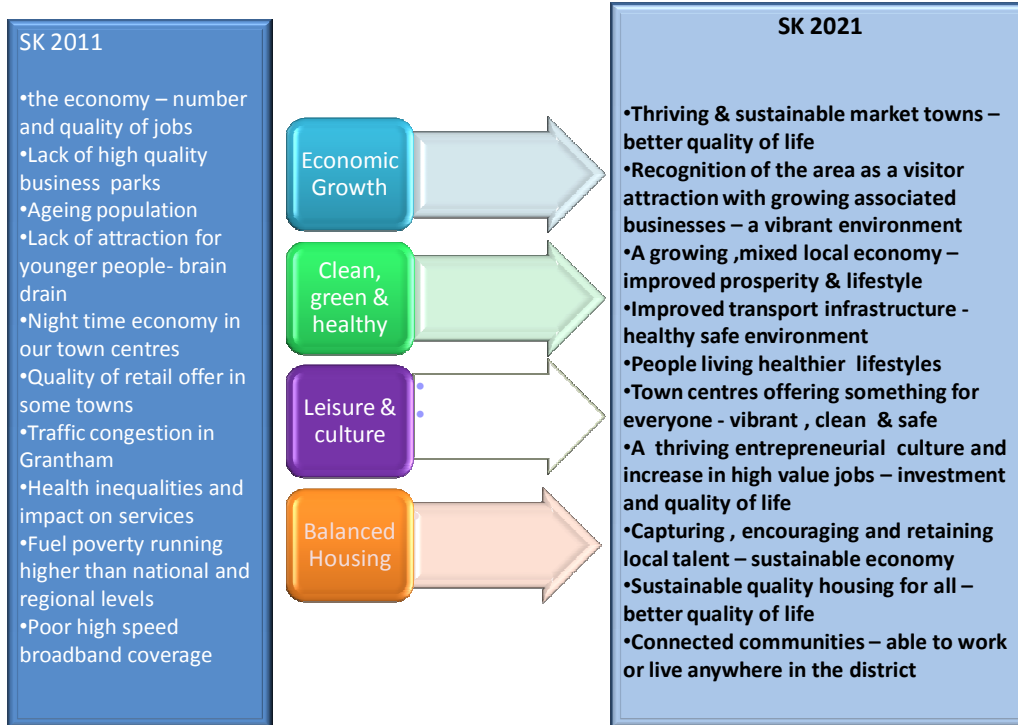
The report identified key priorities upon which to focus over the next four years addressing issues including:

- Sustainable Development – recognising the need for growth and the benefits it can bring, particularly in helping to revitalise our town centres
- Regeneration and economic development – improvements to the high quality of our town centres. Financial stability – robust controls of costs in order to provide value-for-money services whilst maintaining a drive for efficiency, building effective partnerships and delivering customer-focused services.

The diagram on the next page shows the evolution from the Council's previous priorities to the new ones.



Well run council



This leads to the formulation of the Council's vision for the next 10 years to 2021:

Vibrant communities where people want to live, work and invest (healthier, wealthier, happier, safer people)

To achieve this vision we will look to focus on ensuring that:

- Our four towns are focal points for local communities
- Our town centres are attractive and welcoming places to visit
- Our shopping offer improves and offers something for everyone
- Improved transport links means better access
- Our district is the place where companies want to do business
- High speed broadband is available to all
- Everyone works together for the benefit of local people
- Good quality housing helps the population grow
- Our residents enjoy healthy and more active lifestyles
- We facilitate the provision of affordable and energy efficient homes

The key elements the Council intends to focus on are identified as:

- Grow the Economy
- Keep South Kesteven clean, green and healthy
- Promote leisure, arts and culture
- Support good housing for all
- Well run Council

3. The future of ICT

The last 5 years has seen some significant developments in the delivery of ICT both from a local government context and beyond. In the data centre, ICT strategies have delivered two main themes - virtualisation and server storage. Virtualisation of servers has enabled a significant reduction in the quantity of server hardware requirements whilst improving robustness, resilience and flexibility of deployment. Aligned to this ICT sections have been consolidating network storage and creating both a resource for delivering virtual servers and wider file storage.

These two main developments have resulted in a more flexible network, which is easier to manage, as well as reductions in running costs.

Many organisations over the last few years have migrated to a convergence VOIP (Voice Over IP) for their telephony requirements in order to provide additional features for end users as well as an easier to manage and a more flexible telephony solution.

Web technologies have emerged as a platform for line of business applications. Some of these are based on Java web applications but others are native web applications.

These web applications and improved network connections have resulted in the option of hosted solutions as meaningful ways to deliver services to end users.

At the 'desktop' over the last 5 years IT prices have fallen whilst more powerful processors and improved performance have been delivered. Laptops have become a compelling alternative for desktop provision with much more portability and resilience in a corporate environment.

Microsoft has replaced Windows XP with a Windows Vista and Windows 7. This has provided an easier to use operating system for end users. Aligned to this, the delivery of Office 2007 and Office 2010 has provided a more productive set of tools for users.

Options for desktop provision have expanded. Models such as 'thick' or standard desktops, provisioning desktop via terminal service type software and software vendors such as Citrix have all developed and further options have arisen. Specifically the provision of virtual desktops and 'streaming' applications have created different ways to deliver desktops to users.

Over the course of the strategy a number of developments will be seen in the delivery and development of IT that will affect the decisions that we will make. Some of the emerging opportunities for the delivery of IT are described below.

In the data centre it is likely that convergence of individual devices into single appliances will lead to new platforms emerging. For instance, it is usual for individual solutions for firewalls, web content checking, perimeter threat management and email filtering to be delivered by single appliances.

Further developments in virtualisation in the data centre will lead further flexibility in server management, resilience and robustness. Virtualisation of current hardware appliances will enable whole ICT infrastructures to be delivered with a significantly reduced physical hardware infrastructure. Virtualisation will also help to deliver cloud computing where ICT infrastructure is delivered not from a local data centre but from a remote location.

Over the next few years two competing issues will need to be addressed. On one hand security of networks will become even more important, especially protecting the overall network from a compromise from within the network, and at the same time the emergence of consumer devices that could operate within the corporate environment. Solutions will need to be developed for so called Bring Your Own Device (BYOD) and these will be required to keep the need for a secure network, compliant with applicable regulations.

The provision of desktops to users will see further development and options for ICT services to select the most applicable to their organisation. Perhaps the biggest challenge will be to ensure that options chosen are flexible to future changes and not a restrictive solution.

Microsoft have a roadmap to release Windows 8 and during the timeline of this strategy Windows XP will become unsupported. Other competing 'desktops' might mature during the course of this ICT Strategy, for instance a Google desktop, Linux desktops or other open source options. Where applications are web delivered there may not be a need for a reliance on Microsoft. This could also be used at a corporate applications level for mail, work processing, spreadsheets etc. Other locally installed options will be further developed and hosted, cloud solutions will mature.

Flexible licences will be delivered that operate on different models than typical multi-year contracts. 'Pay as you go' models based on use, users, and activities with short term contracts will be available.

4. Where do we want to go

The key principles that underpin the delivery of the ICT service are that the Council requires an ICT service that is:

- Customer focussed
- Demonstrates Value for Money
- Drives standardisation
- Converges towards partners in Lincolnshire
- Seen as an enabler for more effective and efficient delivery of services within service areas
- Accountable to the organisation
- Accessible by all stakeholders

Key Theme 1 – Supporting the Delivery of Priority Themes

The ICT service will support the delivery of the priority themes including the value of a well-run Council. The ICT service needs to identify new uses of ICT to help service areas to modernise their service delivery. The service needs to maximise the contribution that technology can make to the efficiency savings of the organisation.

Key Theme 2 – Partnerships

It is recognised that shared services can bring significant benefits and this strategy, which builds on work carried out within Lincolnshire, aims to deliver a more effective and efficient ICT services for the benefit of all stakeholders.

Key Theme 3 – New Underpinning Structures

Governance of ICT decision-making is required to ensure that the overall aims and objectives of the strategy are delivered correctly.

Key Theme 4 – Supporting elected members and officers to help fulfil their roles in delivering the Councils stated priorities.

ICT will provide an easy to use, reliable service to members and staff.

5. Key Theme 1 - Supporting the Delivery of Priority Themes

The ICT service will support the delivery of the priority themes including the value of a well-run Council. ICT services needs to identify new uses of ICT to help service areas to modernise their service delivery. The service needs to maximise the contribution that technology makes to the efficiency savings of the organisation

The Council's agreed priority projects over a 4 year period are:

- Keep SK clean, green and healthy
- Promote leisure, arts and culture
- Grow the economy
- Support good housing for all
- Well run Council

The ICT Strategy will support these projects and has already identified projects where there is contribution:

Community Broadband

The Council supports Broadband Delivery UK (BDUK) and in particular supports Lincolnshire County Council in the development of broadband across the South Kesteven District for the benefit of the community, both residential and business.

Support Agile Working

We will provide solutions for agile working for staff. It is expected that opportunities for maximising asset utilisation and offering flexible working in our people strategy means that ICT needs to be a key enabler in providing solutions.

We will ensure that:

- our staff can work flexibly from other locations e.g. home or a different council location
- staff from other authorities may work within our building but access their own systems
- we maximise accommodation with projects such as providing wireless and hot desking facilities

We will help deliver agile working in the Bourne Community Access Point (CAP), which is a joint project with the County Council to provide district and library

services to the public as well as shared agile working office accommodation for both organisations.

Strategic Procurement and Service Reviews

We expect to identify opportunities across the service for improved procurement (especially national and regional frameworks, joint Lincolnshire procurements and other partnerships).

As part of service reviews of the effectiveness of ICT solutions it is expected that opportunities will be identified to reduce contract costs.

Service Application Improvements

A number of service areas have identified application improvements which will be delivered via an ICT Steering board. Areas such as waste service, finance, elections and payroll have identified service application improvements that have been signed off and will be delivered.

CCTV Shared Service

The development of a CCTV shared service with Lincolnshire partners. This project will rely on an effective data connection between our partners.

IT Partnership Working

To identify further opportunities for closer working for IT projects with Lincolnshire partners especially Boston Borough Council.

Cleaner, Greener ICT

The ICT strategy supports initiatives to reduce the carbon footprint and ensure that ICT is utilising best practices. This will also include ensuring that ICT is taking into consideration its impact on the environment and is following best practice for ICT and following applicable regulations.

Print strategy

The development of a printer strategy for both office-based and centralised print units will enable the Council to provide an effective print solution and to reduce costs.

Desktop Refresh

There is a need to develop a common desktop that provides users with the effective ICT that they require and reduces the support required.

Supporting the Delivery of the Customer Access Strategy

This Council wide project will have a number of implications for the ICT strategy and will cover areas such as:

- **Website Development**

Supporting the delivery of improvements to the website and in particular to allow more effective transactional services and an easy to use website with current and relevant content.

- **Telephony System**

Improvements to the telephony system to improve customer access and customer service.

- **Bourne CAP**

The Bourne Community Access Project is the provision of a customer service centre, library service and combined county and district office accommodation for agile working.

- **Stamford Office Relocation**

The relocation of the customer service centre in Stamford and associated improvements in data connection and IT provision for staff and customers.

6. Key Theme 2 - Partnerships

It is recognised that shared services can bring significant benefits and this strategy builds on work already carried out within Lincolnshire.

With the development of a Lincolnshire ICT Strategy board there is a significant investment in financial terms and other resources in developing a convergence approach for ICT. It is important that a local ICT strategy reflects and builds on this.

The main areas of development to date include:

- Development of a ICT baseline
- Development of a Lincolnshire ICT blueprint/strategy
- Development of a shared network between the partners
- Development of a central ICT infrastructure for use by partners (Domain 9)
- Development of business cases
 - ICT Governance
 - Server Rationalisation
 - Supplier Review and Consolidation
 - Desktop Standard
 - Common Wide Area Network (WAN)

The partners are working towards a convergence of the delivery of the ICT service and it will be important to identify opportunities to align/converge systems or processes. Beyond the business cases the ICT strategy should develop a gap analysis against the other partners to ensure that convergence can be prioritised.

Shared Network

The Lincolnshire partnership has implemented a fully shared network which links to all the partners. We will seek to:

- Maximising the shared network within the district (for instance to include the area offices)
- Maximising the shared network – for instance business continuity
- Recognising agile working projects and accommodation reviews and how a shared network can help support this
- Develop opportunities to work with partners to maximise the benefits of this infrastructure
- Identify ways to use the Public Service Network (PSN) to provide the most benefit to the Council.

Virtual Server Infrastructure

The Council has made a significant investment in the development of virtual servers and it is important that this investment continues and that this area of operation is developed. Where possible all infrastructure will be moved across to a virtual platform.

The Lincolnshire business cases supported the use of virtual servers and the strategy reflects this.

Thin Client Technology

The Council has historically provided end users with either a fixed desktop or laptops. This has resulted in a number of weaknesses:

- Pressures on desktop refresh cycles and funding
- Lack of centralised management of ICT support
- Limited hot desking and remote working

The Lincolnshire business cases clearly identified that the use of thin clients and associated ICT infrastructure is the best solution and Lincolnshire partners are converging towards a thin client. Over the course of this ICT strategy thin clients will be introduced.

Boston Borough Council

Since June 2011 the Council has been exploring opportunities for closer working with Boston Borough Council and has provided resources to help manage the Boston ICT Section.

There have been a number of opportunities that have been realised for both Councils. Sharing of resources has allowed projects to be delivered more quickly (e.g. implementation of video conferencing), skills to be shared (e.g. wireless implementations and anti-virus) and learning from one Council to be directly shared with another.

Further projects that build on the partnership have been identified including:

- Boston using the web content management system at South Kesteven and South Kesteven hosting the Boston website
- South Kesteven providing wireless devices for Boston
- Hosting of servers within the South Kesteven server room
- Shared telephony solutions
- Combining contracts such as mobile telephony
- Reduction in risks and increased resilience through shared resources

Over time as this partnership matures there will be opportunities for more formal integration of the teams and the delivery to both Councils by a 'one ICT team' approach.

7. Key Theme 3 - New Underpinning Structures

ICT Steering Board

ICT is a powerful enabler in bringing about the Council's priorities and in helping to deliver efficient and effective services. To maximise potential benefits ICT governance is critical and the creation of an ICT steering board will help ensure that the ICT service is maximising its impact.

ICT Steering Board Scope

A council-wide ICT steering board will provide joint planning and decision-making whose terms of reference would be to:

- Ensure ICT is genuinely business driven, helps deliver corporate priorities and complements strategic development.
- Understand and manage the relationships, risks, dependencies and cross-cutting implications between major ICT projects
- Ensure that there is understanding of ICT developments and take a corporate view and balanced decision making
- Ensure the ICT strategy is developed and delivered
- Maximise the budgets available for the delivery of ICT (revenue and capital) based on priorities
- Assess the overall investment requirements of major ICT projects and programmes
- Ensure council wide issues are highlighted to ensure that ICT is maximised by services (for instance end user training)
- Ensure information data security and ICT governance is fully embedded in the organisation
- That members are maximising the available ICT and needs are being met
- Review system usage and ensure value for money is achieved through maximisation of resource.

Project Management Methodology

All ICT projects will be delivered using an in-house agreed Project Management technique. This ensures that projects are properly scoped, planned and executed and that all stakeholders are appropriately involved in agreeing project timelines, resourcing, priority and other key decisions.

ICT System Selection and Procurement

In order to ensure compliance with current standards, all requests for the procurement of all ICT equipment are required to be passed into the ICT service for approval before any implementation is approved. This scope includes hardware, software, consumables and all other ICT related equipment or services.

Procurement of Major Systems

In order to select and procure a major ICT system the following steps are followed:

1. A business case is presented to the ICT Steering Board, and where appropriate Capital Group, to obtain approval to acquire the system.
2. The business case must include any costs of transfer of any current systems to any new software and approach the business case from a Total Cost of Ownership (TCO) perspective
3. A full functional specification is drawn up by the service area requiring the new system
4. A full technical specification is drawn up for the system by the service area, aided by the ICT service
5. The functional and technical specification is signed off by ICT and the service area
6. The correct procurement option is selected and a procurement process started following the relevant procurement/contract procedures.

Data Protection and Handling Data Responsibly

Ownership and responsibility for all corporate data sets must be clearly defined.

Data owners are accountable for:-

- The integrity and quality of their data
- How the data can be used
- Who may access the information
- With whom the information may be shared

Data custodians (often the ICT Service) are responsible for:-

- Ensuring the availability of the data and systems on which they are held
- Ensuring data is routinely backed up
- Ensuring the data is secured against unauthorised access according to the standards set by the data owners

The ICT service will work with service areas to ensure that the requirements of the Data Protection and Freedom of Information Act are met, in particular relating to the IT systems, data use and data transfer.

Cross-Service Area Review

Following the work carried out on systems thinking it is important that the Council is using ICT systems that are fit for purpose, flexible and can adapt to new processes rather than be a restriction when new processes are introduced. Service areas need to ensure that the ICT asset that they have is an asset that is maximised and is the appropriate tool to help them deliver their service.

Each service area will be reviewed to include areas such as:

- Overall needs assessment
- Is the ICT provision fit for the current purpose
- How flexible is the system in configuration and future development
- How would we evidence best value from a use of resources perspective
- How does the system fit with Lincolnshire partners
- Contract review
- What are the likely costs of a new system and what alternative systems are available
- Ensuring, where required, that system replacement and/or development funding is identified and timetabled via a clear investment plan

It is important to ensure that, with the context of individual service area reviews, that there is a clear strategic plan to ensure joined up ICT, removal of duplication of systems and effort, and that we are not developing a silo approach to ICT delivery but a well co-ordinated Council-wide ICT approach.

Aligned to this is the need to ensure that where we have key ICT suppliers to the Council, we are creating strategic partnerships where both customer and supplier

are working together for joint benefit and outcomes for the residents of South Kesteven District Council.

VFM Measures

The ICT services needs to demonstrate to its stakeholders that it is providing value for money. Given the size of the ICT service from a budget and influence perspective, the primary internal stakeholders need to be clear that the service is shaped to deliver service in the manner that they require.

We will develop a set of measures that will be suitable for benchmarking and comparison to other partners in Lincolnshire and beyond.

Primary Indicators

Summary list of indicators is shown in the table below:

Indicator	Description
Primary Indicator 1	Cost of the ICT function (i.e. spend on the ICT department or equivalent including employee costs and associated overheads) as a percentage of organisational running costs (expenditure)
Primary Indicator 2	ICT competence of users
Primary Indicator 3	Organisational ICT spend (investment in ICT infrastructure and hardware across the organisation)
Primary Indicator 4	Percentage of incidents resolved within agreed service levels
Primary Indicator 5	Project governance and delivery index
Primary Indicator 6	Percentage of the top five transactional based activities which are made via e-enabled channels.
Primary Indicator 7	Satisfaction
Primary Indicator 8	Management practices

Indicator	Description
Secondary Indicator 1	Cost of providing support
Secondary Indicator 2	Users per workstation
Secondary Indicator 3	Unavailability of ICT services to users
Secondary Indicator 4	Average number of support calls per user
Secondary Indicator 5	Percentage of users who are able to access the network and systems remotely
Secondary Indicator 6	Acquisition costs per workstation

8. Key Theme 4 – Supporting elected members and officers fulfil their roles in delivering the Council’s stated priorities

ICT will provide an easy to use, reliable service to members and staff. This will be based upon the needs of these users.

Linking to agile working, staff and members need solutions that provide fast, efficient access to the systems that they need. Access from home and other locations will be provided.

Investment will be made in the latest technology to ensure that ICT facilitates users being more effective and is not seen as a barrier but an enabler.

Members require remote access to the Council’s network and we will explore opportunities to improve the technology that is provided to ensure that we provide a supportable access method that meets all the needs.

A tailored approach based on analysis of need and consultation with end users will lead to improvements in the way ICT is delivered for members.

9. Current ICT within Corporate Areas

A series of interviews were held with individual corporate areas to understand the current delivery of ICT and how the ICT strategy could enable the council to be more effective and where ICT can support the 'well run Council' priority.

Development and Growth

This area covers Development Control and Building Control where one primary application supports all users. There are a number of concerns about the application and the long term future of the company that supports it. There are a number of areas where the application could be further utilised to improve the effectiveness and efficiency of staff.

In these two environments, where strict time based performance measures are in place, the ability to maximise the ICT application is important. There is little evidence of working with the supplier in the strategic development of the application and influencing their road map.

Development Control and Building Control are currently scanning documents for both internal use and for presentation on the website. There is no two-way integration between the main line of business application and document management and some level of integration is required. Back scanning is also required to support agile working and accommodation rationalisation.

For staff working remotely there are a number of specific needs for planning and building control officers to be met. These need to be established.

The other two areas in this corporate area are Planning Policy and Partnerships and Economic Development and Investment. Planning Policy has a well established hosted system for the development of consultations and delivery of major strategy documents. Economic Development likewise uses the Lincolnshire County Council system for the management of interfaces with business in a CRM style.

The use of GIS (Geographic Information Systems) is not well embedded across the service area. There are areas of excellence for instance in the automatic letter production of interested parties in an application, spatial analysis of planning applications and use within Planning Policy.

The corporate website is an area where development control is strong in terms of supplying information to end users, however there are areas for improvement such as:

- Allowing users to track an individual application and receive notifications when a status change e.g. a new document is added or a committee date is established
- A MyNearest to show local planning applications and for automatic notifications based on a location area
- Supporting the overall transparency agenda to provide raw data that the Council holds for so called 'data mashing'. For instance this would allow members of the public to take our planning raw data and mix it with other publically available data.

From a channel shift point of view, there are a number of transactional services that all areas could develop over the course of this strategy.

Community and Environment

Community Assets

The delivery of Cultural Services is part of this corporate area and this is an area that will require the support of ICT over the course of this strategy. The primary system that is used is for bookings and this is seen as a fit for purpose and a system that can be enhanced for additional features – for instance last year the system was upgraded to allow for selecting seats online.

As part of accommodation reviews it is likely that both the Grantham and Stamford Arts Centres would benefit from enhanced wireless both for corporate use as well as for public.

Environmental Services

There are some established applications in the Environmental Health Service where Flare has been used for a number of years and indeed is used across many districts in Lincolnshire. The system integrates well with the CRM system and also with document management. Flare is a system that is maximised by the service areas with letter production, reports, work planning etc all used by the service.

The ICT strategy can help support delivery of agile working for the service as many staff work outside the main offices.

In Waste and Recycling a new system for collecting bins has recently been installed and ICT will support the further development of this solution including integration into customer services. The service area will also look to round optimisation based on GIS and other factors.

Community Safety and Licensing are starting to use a Sentinel system as a partnership approach and this system will be used over the course of the strategy.

Housing and Neighbourhoods

Within this corporate area ICT systems are dominated by the Council's Northgate OHMS system. There is no integration between this and the main CRM system which will cause issues with consistency of customer service delivery.

However this system is one of two housing management systems that Northgate own and not the system used by the majority of its customers. Over the course of this strategy the use of the current housing management system will need to be challenged both from a fit for purpose point of view and also a judgement on the future developmental roadmap provided by the supplier.

There are a number of initiatives within the service area to use ICT effectively, such as mobile working for repair operatives, effective use of scheduling software and extending the use of scanning facilities.

This is an area where the use of GIS could help to improve the delivery of the service.

Corporate

Finance

Finance covers the core finance and risk support service, ICT as a service and also Revenues and Benefits.

The Council's Finance system is well established and there is strong evidence of the system being maximised to make staff more effective. This applies to areas such as electronic ordering, budget setting and management, budget reports, query and analysis. A strong skill base exists both within the local service, the core ICT section but also with end users.

A hosted risk management software is used by the council and this will need developing over the course of this strategy. Other applications such as those in performance management may provide more compelling features.

Exchequer services has recently upgraded the payroll system and this has the facility to be used for other partners. Projects to deliver employee self serve with electronic based payslips are evidence of the service trying to maximise their ICT system.

In Revenues and Benefits the area uses the Northgate system and this benefits from both local administration skills and support from the core ICT section. There is strong evidence of trying to maximise the application. Aligned to this is a dedicated workflow for scanned documents that the service area uses. This workflow application may be suitable for other areas of the council and could be used to support the customer access strategy.

Legal and Democratic Services

The main legal case management software is well established and generally seen as fit for purpose. There is limited scanning of documents which could help in moving the service towards agile working in an area heavily reliant on documents.

The Democratic Service has recently procured a new election system and this puts the service area on a new platform for service delivery. The service area also uses a system to publish council meetings to members and the public and this is seen as a strong solution both internally and externally.

Property Development

In the area of property development, internally within the service there is no strategic ICT system. A number of users have access to CAD facilities and will need appropriate ICT.

This service area uses an asset management software application and this will be upgraded to a new system.

This service will be helping to deliver the approach to agile working.

People, Projects and Performance

In the Human Resources and Organisational Development area there is a recent change to the software solution to a solution combined with the payroll system. This project is based on a system rationalisation and the ICT strategy will support the service area in delivering improved functionality. There is a need to develop a learning and development module for the organisation's training needs.

E-learning is an area where ICT can help deliver the Council's priorities. Hosted solutions, for instance online training for DSE, have been used and it is likely that this will be expanded.

The Council's Reputation, Communication and Consultation team are likely to require some significant support for the delivery of enhanced ICT. Issues around the lack of a consistent corporate brand and the delivery of internal graphics will have implications for the delivery of ICT. ICT will support the use of appropriate ICT

in this area, for instance use of Apple machines, which is more consistently used in graphics. Consultation will also require enhanced ICT support with the use of devices such as iPads likely to be more common place. For internal and external communication it is clear that the use of social media, videos and interactive content will all become the way to deliver messages.

The Performance section uses a hosted system for the performance indicators (in addition to other areas such as complaints, project tracking etc) and it is expected that this system will be further enhanced to help support the delivery of FOIs and full support of the Council project management methodology. This system is a fit for purpose system from a functional point of view but some work may be required to provide further training to end users.

The final area within this corporate function is customer services and this is covered in the 'ICT Supporting Customer Access Strategy' chapter.

10. ICT Supporting Customer Access Strategy

The new customer access strategy will deliver a step change in the delivery of customer services across the organisation. ICT will be a key enabler to ensure that the strategy can be delivered.

The customer access strategy seeks to provide a single view of the customer that is available from all services. This will be provided via a 'virtual' customer service centre within services areas.

Currently the Council has a rich telephony service for customers and it is expected that this will be further embedded within the organisation to improve the experience for the customer. The telephone system will be re-designed to help customers get to the right place, first time. Customers will be able to get through to an officer and not just to a ringing phone or answer phone. Systems will be enhanced to help us manage demand and be able to review our performance and respond more effectively to our customers.

ICT can help facilitate a clearer access method for customers, for instance helping to reduce the numbers of email addresses we use, allow access from channels such as mobile text messaging and provide clearer handling of incoming email messages requesting services.

ICT will support the enhancements to the customer service centres, for instance in delivering kiosk applications for self-serve.

The customer access strategy will provide an increased customer service across our main access channels but also seeks to achieve channel shift toward the web. The website will be used alongside social media technologies to provide transactional services for the public.

Customer facing services will consider the web as a strong access channel and one that can provide a reduced cost of service as well as improving customer service by allowing the public to interact with us at a time and location that suits them.

ICT will support the technology to help deliver transactional services using the web.

11. Key Work Plan

The following section describes the action plan to deliver the ICT strategy.

Key Theme 1 – Supporting Delivery of Priority Themes

Current Position	What is our Intention	What will the end result look like
<p>Broadband access remains one of the poorest in the country</p>	<p>To support the work in Lincolnshire on the BDUK bid</p> <p>To explore opportunities for local investment</p>	<p>By 2015 90% of all premises should have access to superfast broadband, with everyone having access to 2Mbps, and virtually every community having a fibre connection.</p>
<p>The main council accommodation does not support agile working, users are fixed to their individual desks and very limited remote/home working exists.</p>	<p>Support the development of agile working solutions.</p> <p>Support the delivery of agile working projects for instance Bourne CAP</p> <p>Deployment of solutions for home working and hot desking</p>	<p>By March 2013 30% of staff will be able to access the applications they need from a range of locations.</p> <p>By March 2014 this will be 80% and 100% by March 2015</p>
<p>ICT needs to help to deliver service improvements.</p>	<p>Utilising national and local frameworks</p> <p>Carrying out joint Lincolnshire procurement</p> <p>Using Procurement Lincolnshire for strategic purchasing</p>	<p>We will reduce the centralised ongoing spend in ICT.</p> <p>Help in enabling the Council in achieving the reduction in the central grant settlement and a need to protect front line services</p>

Current Position	What is our Intention	What will the end result look like
<p>Data networks between buildings are relatively expensive and do not currently support our future data capacity needs.</p>	<p>To influence the Lincolnshire partnership to ensure that we have the data connections that we require both for South Kesteven and the wider partners.</p> <p>To ensure the compliance to the PSN network.</p> <p>To deliver network connection to our areas offices.</p>	<p>By March 2013 we will have new PSN enabled network that is compliant with government standards and also reduces our cost for data connections whilst providing suitable network capacity.</p> <p>By March 2013 we will provide shared services for other authorities that depend upon this additional data connection.</p> <p>By March 2013 all our offices will have an appropriate network connection.</p> <p>By March 2014 we will be using the secure PSN network to deliver additional services to end users.</p>
<p>Some developments in print but no cohesive strategy.</p>	<p>Develop a print strategy that delivers enhanced end user functionality as well as delivers better value for money.</p> <p>Deliver new print solutions</p>	<p>By June 2012 to publish an agreed printer strategy.</p> <p>By October 2012 to have replaced all the existing fleet of printers with new devices under an agreed contract and to have delivered annual costs saving of 30% of the current 2011/12 spend on printing.</p>

Current Position	What is our Intention	What will the end result look like
<p>Inconsistency in the way that customers are dealt with and no underpinning consistent ICT platform.</p> <p>Channel shift is required to help improve customer service and reduce transactional costs.</p>	<p>ICT to support the delivery of the customer access strategy</p>	<p>All customer-facing operations to have a consistent ICT platform to enable customer services delivery.</p> <p>A consistent view of customer information is available across services.</p> <p>A website that offers transactional services.</p>
<p>ICT are helping to support changes in Green Waste charging and implementation of new systems.</p>	<p>To complete Green Waste project and support in future years.</p> <p>Help implement new systems for bin tracking</p>	<p>Delivery of income for Council.</p> <p>Improved customer service</p>

With the delivery of ICT actions in the above table, ICT will provide a platform to enable the Council to deliver its wider priority themes:

- Economic Development based on improved broadband access
- Maximising the Council’s accommodation assets including partnership arrangements for use of accommodation
- Delivery of flexible working for staff and South Kesteven being viewed as a flexible employer
- Supporting improved value for money for the Council
- Enhanced opportunities for the delivery of ICT and shared services

Supporting Customer Access Strategy

Current Position	What is our Intention	What will be the end result look like
We have little or no transactional services on the web	To create services such as postcode searches for their property. We will create transactional service such as the model for green waste	SK will be easier to interact and transact with allowing service users/requesters an additional choice
There is no clear understanding of the role of CRM within the Council.	Strategic decision will be made regarding the continued use of CRM and the vision for workflow across the authority	We will have a clear platform for the delivery of customer service across the organisation.
Responses by email are inconsistently tracked and not to the same corporate standard	Review and change email response process, introducing new branding, expectation setting and quality control, Issue links to the web	Customers know what to expect and have increased confidence in dealing with the council. Customers will see a higher quality service. Employees will enjoy call avoidance
The deployment of telephony provision is different with customer services (ACD) and other sections.	All high transaction areas will use the 'ACD' telephony system.	The use of this system will provide services with invaluable information about their performance. This will allow them to target resources to the most appropriate areas to meet customer needs.
We do not have one customer database we are not joined up for customer service delivery.	Audit all of our customer databases with a view to rationalisation of assets	SK will have an improved view of the customer and be better placed to tailor services around customer needs in future phases
No self service option in customer service centres	Install a Kiosk to provide self serve facilities	Better customer service and options for our customers
There is no strategic use of social media	We will support the delivery of social media	Customers will be able to use social media to interact with the Council.

Key Theme 2 – Partnerships

Current Position	What is our Intention	What will the end result look like
<p>We have an existing partnership arrangement with Boston Borough Council that is delivering projects.</p> <p>There is no cohesive plan to bring the two ICT services under one umbrella to fully maximise the opportunity</p> <p>There is a disjointed approach to partnership working for ICT in Lincolnshire</p>	<p>Develop a one team approach to delivery of ICT between SKDC and Boston.</p> <p>We will develop a strong partnership with Boston based on shared resources, increasing skills, reducing risks.</p> <p>We will deliver projects to rationalising data centres, deliver a common desktop, common applications and contracts.</p> <p>Be proactive in identifying areas of collaboration/partnership</p>	<p>By July 2012 a one team approach for the delivery of ICT will be embedded. Projects will be delivered by one partner for the benefit of both.</p> <p>By March 2013 SKDC and BBC will have a shared work plan for the financial year for the delivery of ICT to include shared procurement of systems and applications.</p> <p>By December 2012 SKDC and BBC will have one shared data centre.</p> <p>By July 2013 SKDC and BBC will have a common desktop delivered from one central location.</p>
<p>We have a new 5-way collaboration model for the delivery of ICT including North Kesteven DC, Boston BC, West Lindsey DC and City of Lincoln.</p> <p>There is no formal work plan or strategy for the delivery of ICT across the Lincolnshire partnership.</p>	<p>Support wider partnerships across Lincolnshire</p> <p>SKDC will lead in helping to set the delivery model for partnership working and seek win-win relationships with partners.</p> <p>We will ensure that the agreed business cases around server rationalisation, common desktop and supplier consolidation.</p>	<p>By July 2012 we will have a defined vision for the delivery of ICT across the 5 partners.</p> <p>By March 2014 we will have reduced the ICT spend for SKDC and partners.</p>

With the delivery of ICT actions in the above table, ICT will help to deliver the Council’s aspirations to deliver partnership working within Lincolnshire. This will increase the effectiveness of ICT in the Council and improve customer service to the public. We will have improved value for money for the service, improved resilience for internal staff and an increased resource to access for partnership working.

Key Theme 3 – New Underpinning Structures

Current Position	What is our Intention	What will the end result look like
There is no ICT governance at a strategic level	To introduce an ICT Steering Board To develop service area reviews of ICT deployment To engage with key stakeholders such as Members, ICT strategy board and project office to ensure there is sound ICT governance.	By July 2012 an ICT steering board will be introduced. 100% of key ICT decisions will be taken through this board for ratification. By October 2012 the budget setting process will be driven by the requirements of the ICT Steering board.
ICT based projects do not all follow the Council’s project methodology.	Ensure project methodology adopted for all ICT projects	By October 2012 all ICT led projects will be delivered via the Council’s agreed project methodology. By March 2013 all internal ICT staff will have had appropriate ICT training.
There are risks in how we handle data and we need to ensure we handle data responsibly	ICT will work with service areas to ensure data is handled correctly. Introduce ICT technologies to enable service areas to protect their data.	We will reduce risks of reputational damage if we mishandle data.

Current Position	What is our Intention	What will the end result look like
We have no formal measures to benchmark the service	We will create a set of measures that can be benchmarked	We will have a clear understanding of the value for money of the service.

With the delivery of ICT actions in the above table, ICT will help to deliver the appropriate ICT governance for the delivery of ICT. This will increase the effectiveness of ICT in the Council and improve customer service to the public. We will have improved value for money for the service and improved delivery of ICT and satisfaction rating for users.

Key Theme 4 – Supporting elected members and officers fulfil their roles in delivering the Council’s stated priorities

Current Position	What is our Intention	What will be the end result look like
<p>Limited consultation with Members around the ICT provision.</p> <p>Ageing ICT solution that needs reviewing.</p> <p>A perception of the service provided by ICT as poor. Lack of clarity on the needs of Members.</p> <p>A need to reduce costs of printing, paper and postage to members.</p>	<p>Review ICT offer for members to ensure the needs of members are understood and the solution meets these needs at an appropriate cost.</p>	<p>By August 2012 member support and customer service to be improved and 90% of members happy with the way we have dealt with their call.</p> <p>By March 2013 100% of members with their individual ICT provision.</p> <p>By March 2013 annual satisfaction with the ICT provision to be measured. 80% of members satisfied with their ICT.</p>
<p>Some areas of the council have not had investment in their local ICT.</p>	<p>Review ICT solutions for staff to ensure it is fit for purpose</p>	<p>By March 2013 annual satisfaction with the ICT provision to be measured. 80% of officers satisfied with their ICT.</p>

Supporting Service Areas

Current Position	What is our Intention	What will be the end result look like
No consistent approach to document scanning across the organisation	To develop an agreed solution that meets the internal needs of service areas.	By September 2012 develop a strategy and rollout plan for document scanning. Service areas have a common approach to document scanning.
The use of Geographical Information Systems (GIS) across the Council is limited.	To ensure that all staff have access to GIS systems. To ensure that service areas are using GIS to help them to deliver better services Develop web based GIS solutions to allow service areas to produce information on the web.	By September 2012 develop a strategy and rollout plan for GIS. By December 2012 ensure that all staff have access to GIS from their desktop. Customers use GIS to access Council services online.
Wireless is not available for public and corporate use in all our locations.	To deliver wireless capabilities to the Grantham and Stamford arts centres, customer service centres and Alexandra Road depot.	By July 2012 both Grantham and Stamford Arts Centres will have wireless access. By April 2013 all other locations to have wireless.
The payroll system is not used by external partners.	To support the enhancement of the payroll system to allow it to be used by other partners	The Council achieves income from external partners.

Current Position	What is our Intention	What will be the end result look like
There are systems that require upgrades and enhancements.	To support the following service areas in upgrades or replacement of systems: NDR, E-financial system, Healthy Communities, Planning and Building Control	Service areas have a supporting ICT system that allows them to deliver services to customers in an effective and efficient manner.
Housing management has a core ICT system that may not be fit for purpose.	To consider what ICT system is the most appropriate for the service area and how this can complement the customer access strategy	Housing Management has an ICT system that allows them to deliver services to customers in an effective and efficient manner.

Appendix 1 – Technical Projects

The following technical projects will help support the delivery of the ICT function.

Two Factor Authentication

Security best practice identifies that two factor authentication is a key building block to ensure that security is not compromised. Where possible this will take advantage of existing infrastructure. This ICT strategy recommends that two factor authentication methods are introduced for key workers especially those operating remotely and with access to key information systems.

Single Sign On

The introduction of password complexity in order to meet the requirements of an ICT security policy can lead to increased management by system administrators. Single Sign On appliances can be used to mitigate the increased costs by developing a secure sign on solution that then manages subsequent log-ons to other systems.

The ICT strategy recommends that single sign on facilities are developed to build further work in the area of two factor authentication.

Printing Review

As part of the modernising of the service to end users and to provide efficiency saving to the Council a new printer strategy will be introduced. This strategy will be based on providing Multi Function Devices (MFD) that can provide an improved end user experience at a lower cost to the authority. We will ensure that the overall infrastructure is delivering the requirements of the council at the lowest total cost or ownership.

Unified communications

The investment made in the Voice Over IP (VOIP) telephony system and convergence of the telephone and computer is likely to lead to a work package to deliver unified communications. By leveraging the investment made in wireless availability, video conferencing, mobile phones and the telephony system the Council has all the requirements to deliver unified communications.

Electronic Document Management Systems (EDRMS)

The corporate EDRMS system has now been implemented across a number of service areas. Its integration into back office applications is now a key enabler for further efficiency savings and increased quality and reliability of information.

Local Land and Property Gazetteer (LLPG)

The development of a corporate LLPG database continues and the overall quality of the data is improving. Integration into back office systems such as the CRM, Flare and Mayrise have been achieved. The ICT strategy will roll this work out further.

Development of cloud services

The use of cloud based services that can provide applications that are normally locally installed and managed. These are likely to be more cost effective, especially when procured via Central Government contracts and delivered over the PSN.

Wireless

ICT will provide wireless access within the main Council buildings and identify opportunities for providing public wireless in community access points.

Video Conferencing

A video conferencing project within Lincolnshire has provided a comprehensive network of video conferencing equipment. ICT will further develop the provision of video conferencing to include allowing end users to have web cam access to other users both internally and externally in Lincolnshire.

Appendix 2 – Glossary

BYOD – Bring Your Own Device: The ability to use non-corporately issued equipment.

Cloud computing – access to either applications or an operating system from a hosted system from a remote provider.

Domain 9: A dedicated data centre within Lincolnshire for use by Lincolnshire partners.

IT Health Check: A pre-defined

GIS – Geographical Information Systems: The presentation of information via the use of maps.

VOIP – Voice over IP: The delivery of telephony over the same network as data.

PSN – Public Services Network: A joined up and secure network linking all levels of government.

SAN – Storage Area Network: Large disk storage in the data centre.

TCO – Total Cost of Ownership: The total costs of owning equipment including costs of purchase, support and maintenance.

Thick, thin desktop: A thick model is the delivery of all IT (including processing) at the user's desktop. A thin model is the delivery of IT in the data centre and only screens being presented at the user's desktop.

Virtualisation: The separation of the physical computers from the application or operating system that is run on the physical computer.

WAN – Wide Areas Network: Data connections that connect locations.

Version Control

Date: June 2012
Version 1.0 Final draft version

Contact Information

Service manager Andy Nix
Telephone 01476 406433
Email a.nix@southkesteven.gov.uk

Head of Service Richard Wyles
Telephone contact 01476 406210
Email r.wyles@southkesteven.gov.uk

Strategic Director Daren Turner
Telephone contact 01476 406201
Email d.turner@southkesteven.gov.uk

Portfolio Holder Cllr Paul Carpenter



South Kesteven District Council

Equality Analysis Stage 1

ICT Strategy

Service Area: ICT Service	Lead officer: Andy Nix	Date of Analysis 19 th June 2012
	Assessors: Lynda Foster	
	Neutral Assessor: Carol Drury	
1. Name and description of strategy : ICT Strategy which describes the delivery of ICT for corporate users across the organisation from 2012-2015. Is this a new or existing policy? A new strategy		

2. Complete the table below, considering whether the proposed policy/service/function/strategy could have any potential positive, or negative impacts on groups from any of the protected characteristics (or diversity strands) listed, using demographic data, user surveys, local consultations evaluation forms, comments and complaints etc.

Equality Group	Does this policy/service/function/strategy have a positive, or negative impact on any of the equality groups? Please state which for each group	Please describe why the impact is positive, or negative. If you consider this policy etc is not relevant to a specific characteristic please explain why
Age	Unknown	At this time we have no evidence to inform us that the ICT strategy has a positive impact. Where end users have age related disabilities for example arthritis, visual impairment we would discuss end user needs.
Disability	Positive impact Negative Impacts.	Positive impact. The ability to access systems remotely could have a positive impact with those that have a disability. ICT solutions will be developed to support the customer access strategy and the needs of the end users. Not all people with a disability can access or use ICT. At this point we do not know if the ICT strategy provides any impact to external disabled users.
Race	Neutral Impact	No discernable impact of the ICT strategy.

		Any impact from individual services, for instance balancing of imagery on the corporate website, is dealt with within service areas.
Gender Reassignment	Neutral Impact	No discernable impact of the ICT strategy. Any impact from individual services, for instance positive imagery on the corporate website, is dealt with within service areas.
Religion or Belief	Neutral Impact	No discernable impact of the ICT strategy. Any impact from individual services is dealt with within service areas.
Sex	Neutral Impact	No discernable impact of the ICT strategy.
Sexual Orientation:	Neutral Impact	No discernable impact of the ICT strategy. Any impact from individual services, for instance positive imagery on the corporate website, is dealt with within service areas.
Pregnancy and Maternity	Positive impact	The ICT strategy helps support the corporate delivery of statutory responsibilities such as Health and Safety and Display Screen, Equipment (DSE) requirements.
Marriage and Civil Partnership	Neutral Impact	No discernable impact of the ICT strategy. Any impact from individual services is dealt with within service areas
Carers	Positive impact on internal customers Unknown impact	Positive impact. The ability to access systems remotely could have a positive impact with those internal staff that are caring for others. At this point we do not know if the ICT strategy provides any impact to carers in the community.

<p>Other Groups (e.g. those from deprived (IMD*) communities; those from rural communities, those with an offending past)</p>	<p>Unknown impact</p>	<p>At this point we do not know if the ICT strategy provides any impact to other groups in the community.</p> <p>However the customer access strategy and associated improvements to the website should help to positively impact groups where travel is difficult and they have internet access.</p> <p>For end users with low literacy, access to service over a range of access channel could be a positive impact.</p>
--	-----------------------	--

*(IMD = Indices of multiple deprivation)

3. What equality data/information did you use to inform the outcomes of the proposed policy/service/function/strategy? (Note any relevant consultation who took part and key findings)

Within the Local Authority some staff demographics are available (in relation to age, race, disabilities).

If there are any gaps in the consultation/monitoring data, how will this be addressed?

Whilst there is statistical information on number of users of external systems e.g. payments online, use of website. We cannot break this into the different personal characteristics.

4. Outcomes of analysis and recommendations (please note you will be required to provide evidence to support the recommendations made): Please tick one of the options.

- a. **No major change needed: equality analysis has not identified any potential for discrimination or for negative impact and all opportunities to promote equality have been taken**

If you have ticked option (a) go to stage 3

- b. **Adjust the proposal to remove barriers identified by equality analysis or to better promote equality.** **Please complete the questions in the box below.**

b.1 In brief, what changes are you planning to make to your proposed policy/service/function/strategy to minimise or eliminate the negative equality impacts?

Consultation on identified personal characteristics where we cannot evidence a positive or negative impact.

b.2 Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Community Focus Forum, Age UK, South Lincolnshire Blind Society, Carers Connect, Arthritis Care Grantham, CAB, LAPD, Total Voice, Alzheimer's Society, Stroke Association etc.

If you have ticked option b go to Stage 2

c. Adverse impact but continue Please provide an explanation in the box below that clearly sets out your justification for continuing with the proposed policy/function/service/strategy. You should consider in stage 2 whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact.

If you have ticked option c please go to Stage 2

d. Stop and remove the policy/function/service/strategy as equality analysis has shown actual or potential unlawful discrimination

Signed (Lead Officer): Andy Nix – ICT Service Manager

Date completed: 19th June 2012