

# Home at the Heart

## West Dunbartonshire Council's Rapid Rehousing Transition Plan

2019/20 – 2023/24

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# Home at the Heart – West Dunbartonshire Council’s Rapid Rehousing Transition Plan

## Executive Summary

Home at the Heart is West Dunbartonshire Council’s first Rapid Rehousing Transition Plan for the period 2019/20-2023/24. The plan was developed in partnership with key stakeholders including the West Dunbartonshire Health and Social Care Partnership and local Registered Social Landlords. It is scheduled to be approved by the Council’s Housing and Communities Committee in February 2019.

The plan highlights the good progress that has been made across West Dunbartonshire in recent years through the implementation of our homelessness strategic approach ‘More Than a Roof’ including:

- reducing the overall incidences of homelessness;
- ensuring that homeless households are assessed quickly; and
- improving the tenancy sustainment rates of homeless households.

The plan also confirms that rough sleeping is not a widespread issue within West Dunbartonshire and that the rehousing outcomes being achieved for homeless households are largely positive.

However, challenges exist, with the levels of overall homelessness and youth homelessness which remain the highest in the country, the proportion of homeless households with multiple and complex needs increasing and the number of households that lose contact with the service being a cause for concern.

Our approach to tackle these challenges is outlined in our homelessness strategy “More than a Roof”, which includes a number of actions aimed at ensuring that temporary accommodation provision meets the needs of homeless households and contributes positively to sustainable housing outcomes.

As part of our “More than a Roof” approach, West Dunbartonshire Council has been carrying out a temporary accommodation modelling exercise which provides an in-depth understanding of the support needs of homeless households and the temporary accommodation options that are required. Within this context, West Dunbartonshire Council has been well prepared to respond positively to the requirement from the Scottish Government to develop ‘Home at the Heart’ our Rapid Rehousing Transition Plan which outlines how we can ensure that where homelessness cannot be prevented, homeless households are settled in a mainstream housing outcome as quickly as possible and that time spent in temporary accommodation is reduced to a minimum.

Our plan acknowledges the challenges faced in terms of developing appropriate Accommodation and Support Pathways which work for homeless households and has the following four key outcomes:

- Deliver a Whole Systems approach to the prevention of homelessness;
- Enable service users with low or no support needs to access settled housing quickly;
- To develop interim housing options which enable independent living and housing sustainment; and

- Implement a Housing First model which enables the most excluded service users to achieve housing sustainment.

Resources will be required in order to deliver our 5 year vision, including the provision of a more comprehensive and enhanced Housing Support Service, the delivery of our Housing First approach and extending the option of converting interim/temporary accommodation to a secure tenancy where this is deemed the most appropriate option.

The funding provided by the Scottish Government will determine how well our vision will be delivered and an annual update outlining the progress being made will be reported to the Scottish Government, the Council's Housing and Communities Committee and the Health and Social Partnership Integrated Joint Board.

## Introduction

### Home at the Heart – West Dunbartonshire Council’s Rapid Rehousing Transition Plan

The Homelessness & Rough Sleeping Action Group (HARSAG) was set up by Scottish Government in October 2017 to produce short and long-term solutions to end homelessness and rough sleeping. HARSAG concluded their group in June 2018 after producing 4 papers with a total of 70 recommendations being made, all of which have been accepted in principal by the Scottish Government.

Led by best evidence, the cornerstone of the recommendations is a transition to a Rapid Rehousing approach, of which Housing First forms a smaller yet significant component.

Rapid Rehousing is about taking a housing led approach for people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long.

Where homelessness cannot be prevented, Rapid Rehousing means:

- A settled, mainstream housing outcome as quickly as possible;
- Time spent in any form of temporary accommodation reduced to a minimum, with the fewer transitions the better; and
- When temporary accommodation is needed, the optimum type is mainstream, furnished and within a community.

And for people with multiple needs beyond housing:

- Housing First is the first response for people with complex needs and facing multiple disadvantages; and
- Highly specialist provision within small, shared, supported and trauma informed environments if mainstream housing, including Housing First, is not possible or preferable.

Each Local Authority has been asked to develop their plans in collaboration over a planned and costed phase of 5 years (2019/20 to 2023/24) by 31 December 2018.

Rapid Rehousing Transition Plans will then become an integral part of the Strategic Housing Investment Plan (SHIP) and will be reviewed annually as part of the SHIP process.

The Rapid Rehousing Transition Plan is designed to be a working tool which:

- Sets out the local housing market and homelessness context in West Dunbartonshire;
- Provides the baseline position of temporary accommodation supply;
- Identifies support needs to enable rapid rehousing;
- Sets out West Dunbartonshire Council and partners’ 5-year vision for temporary accommodation supply;
- Details the actions required to achieve our vision for temporary accommodation supply and settled housing options for homeless households; and
- Provides a rapid rehousing resource plan required to deliver the plan

This plan sets out West Dunbartonshire Council’s **initial** approach to that 5 year transition ahead of implementation expected from April 2019.

## Section 1 - Housing Market and Homelessness Context

### **Housing market in West Dunbartonshire**

West Dunbartonshire is situated west of Glasgow, north of the River Clyde and is one of the smallest Scottish councils in terms of area (31st out of 32) and population (25th)<sup>1</sup>. Across the three main areas of Clydebank, Dumbarton and the Vale of Leven there is great diversity, ranging from the densely populated urban centre of Clydebank to the more rural setting of the Loch Lomond and Trossachs National Park. The area faces a number of challenges including a reducing population, high levels of economic deprivation and relatively poor health outcomes.

Some parts of West Dunbartonshire are prosperous, but significant inequalities exist between communities. Forty-eight of the 121 data zones (population units) across West Dunbartonshire are among the 20% most deprived data zones in Scotland.<sup>2</sup> West Dunbartonshire has seen relatively large increases in its share of the most deprived areas showing the biggest increase in Scotland in relative deprivation from 2012. Between October 2016 and September 2017, unemployment in West Dunbartonshire was 5.2% compared to the Scottish average of 4.3%.<sup>3</sup>

According to Audit Scotland<sup>4</sup> West Dunbartonshire has a population of 89,590. By 2039 the population of West Dunbartonshire is projected to decrease by 6.7% whereas the population of Scotland overall is projected to increase by 7.5%.

Furthermore, in West Dunbartonshire by 2039:

- the number of people aged 75 and over is projected to increase by 71% (to approximately 12,000) – increasing the demand for health and social care services for older people as well as the type and design of properties required to house them;
- the number of people of working age is projected to fall by 20% (to 46,500) – and a lack of local workforce could potentially make the area less attractive to some businesses;
- the number of children and young people aged 0-15 years is forecast to fall by 12.1% (to 13,700) – affecting services such as schooling and education; and
- the number of single person households is also expected to increase by 23% over the period 2012 to 2037<sup>5</sup>

The estimated number of dwellings within West Dunbartonshire is 44,734. Over half of the stock is owner occupied and over a third is social housing. West Dunbartonshire is mirroring Scotland with its growth in private rented properties and a breakdown of its stock by tenure is outlined in Table 1 below<sup>6</sup>.

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<sup>1</sup> Best Value Assurance Report West Dunbartonshire Council, Audit Scotland, June 2018

<sup>2</sup> SIMD16 council area profile and analysis: West Dunbartonshire, Scottish Government, November 2016

<sup>3</sup> Scotland's Labour Market, Table and Charts, Scottish Government, February 2018

<sup>4</sup> Best Value Assurance Report West Dunbartonshire Council, Audit Scotland, June 2018

<sup>5</sup> Local Housing Strategy 2017-2022, West Dunbartonshire Council

<sup>6</sup> Local Housing Strategy 2017-2022, West Dunbartonshire Council

Table 1 – Housing Tenure in West Dunbartonshire		
Tenure	Total Number	%
Council Housing	10,759	24%
Registered Social Landlords	5,856	13%
Private Rented Sector	3050	7%
Owner Occupation	25,069	56%
<b>Total</b>	<b>44,734</b>	<b>100%</b>

There is a total of 16,615 social rented properties in West Dunbartonshire, this is a combination of Council owned properties and those of Registered Social Landlords. As is the trend across Scotland, social rented properties remain in high demand in West Dunbartonshire and as such there is an ambitious Strategic Housing Investment Plan to increase the number of affordable homes in the area.

In addition, recent years have seen strong growth in the numbers of Private Rented Sector properties in West Dunbartonshire. The graph below illustrates that the PRS numbers have more than doubled since 2008/09. This growth, together with current national discussions over improved security for private tenants, of rent controls, and on a “Common Housing Standard” across all tenures, suggests that the PRS will become an area for increasing scrutiny.

### Growth in PRS in West Dunbartonshire since 2008/09<sup>7</sup>

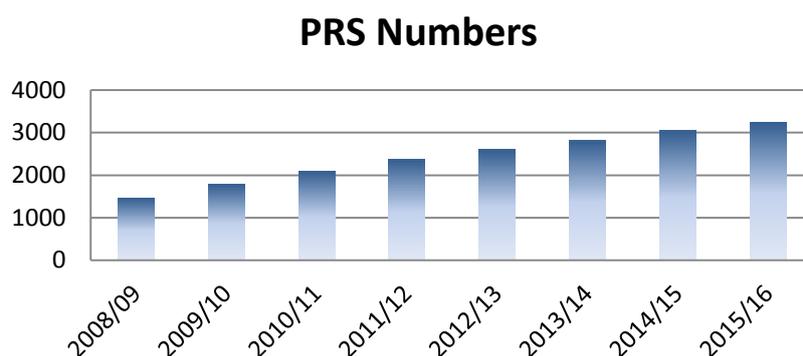


Table 2 below highlights the average Private Rented Sector rents for West Dunbartonshire in 2017 and shows there is a clear misalignment between private sector rents and the Local Housing Allowance in West Dunbartonshire. The table also shows that the gap between private sector and the local housing allowance rents in West Dunbartonshire increases along with the property size.

Table 2 – Private Rented Sector Rents					
Property Size	1 bed	2 bed	3 bed	4 bed	1 bed shared
PRS – Average Monthly Rent <sup>8</sup>	£399	£496	£604	£886	£311
Monthly Local Housing Allowance <sup>9</sup>	£373.97	£448.76	£493.65	£735.32	£274.26
Monthly Difference	£25.03	£47.24	£110.35	£150.68	£36.74

<sup>7</sup> WDC Environmental Health data

<sup>8</sup> <https://www.gov.scot/publications/private-sector-rent-statistics-scotland-2010-2017/>

<sup>9</sup> <https://lha->

[direct.voa.gov.uk/SearchResults.aspx?Postcode=g82&LHACategory=999&Month=11&Year=2018&SearchPageParameters=true](https://direct.voa.gov.uk/SearchResults.aspx?Postcode=g82&LHACategory=999&Month=11&Year=2018&SearchPageParameters=true)

In Scotland, the number of lone adult households is projected to increase by 35% over the 25 year period between 2012 and 2037. In West Dunbartonshire, the number of lone adult households is projected to increase by only 23% in the same period. The number of larger households in West Dunbartonshire is projected to fall, with the number of households of 2 or more adults with children decreasing by 34% over the 25 year period. The average household size is projected to decrease from 2.13 in 2012 to 1.93 in 2037.<sup>10</sup>

The Council plays a leading role in the West Dunbartonshire Community Planning Partnership, known as Community Planning West Dunbartonshire (CPWD). The partnership includes representatives from the Council, health board, police and fire services and local charities and voluntary organisations. The Community Empowerment (Scotland) Act 2015 requires community partnerships to produce a Local Outcomes Improvement Plan (LOIP) for its area. CPWD’s LOIP was approved in October 2017.

Aligned to this is the Council’s Local Housing Strategy, which sets out the vision for Housing across West Dunbartonshire for the period 2017/22 and identifies the following 5 key objectives:

- Ensuring people have access to affordable housing, which is in the right location and is suitable for their needs;
- Ensuring that all residents live in good quality housing regardless of tenures;
- Ensuring that homelessness is minimised through prevention and early intervention measures;
- Providing good quality neighbourhoods and housing services where all people feel safe and secure; and
- Ensuring people with particular needs have access to suitable housing with any necessary support, to optimise their independence and well-being.

**Housing Supply Target and Investment**

West Dunbartonshire Council have set the following Housing Supply Targets:

Table 3 – Housing Supply Targets		
	2012-2024 total	Per annum
Private	1,800	150
SR/BMR	960	80
Total	2,760	230

Source: Schedule 7 SDP

Over the 5 year period leading to 2023/24, there are 1317 projected completions of affordable new supply housing to be developed by social rented landlords within the area. This includes the provision of 54 shared ownership properties.

Therefore, the number of social rented dwellings within West Dunbartonshire is set to increase by around 8% which will impact positively on access to housing for homeless households due to our commitment of ensuring our lettings target for homelessness also applies to new supply.

The demographic profile in West Dunbartonshire also presents challenges in that it is predicted to both age and decline faster than the Scottish average. The household composition is also changing, with a decrease in larger families and less demand for larger flatted accommodation in the area and more single person households anticipated. This,

<sup>10</sup> Local Housing Strategy 2017-2022, West Dunbartonshire Council

therefore, impacts on the design and type of properties required in West Dunbartonshire and will also be influenced by both the Scottish Government’s aim to supply 50,000 affordable housing and Welfare Reform affecting people’s affordability of housing creating pressure on landlords to supply both affordable and desirable housing.

**Homelessness Context**

Our approach to homelessness is in the context of the wider housing market and is outlined in our Homelessness Prevention and Temporary Accommodation Strategy 2017/20 entitled “More than a Roof”, which outlines the following key aims:

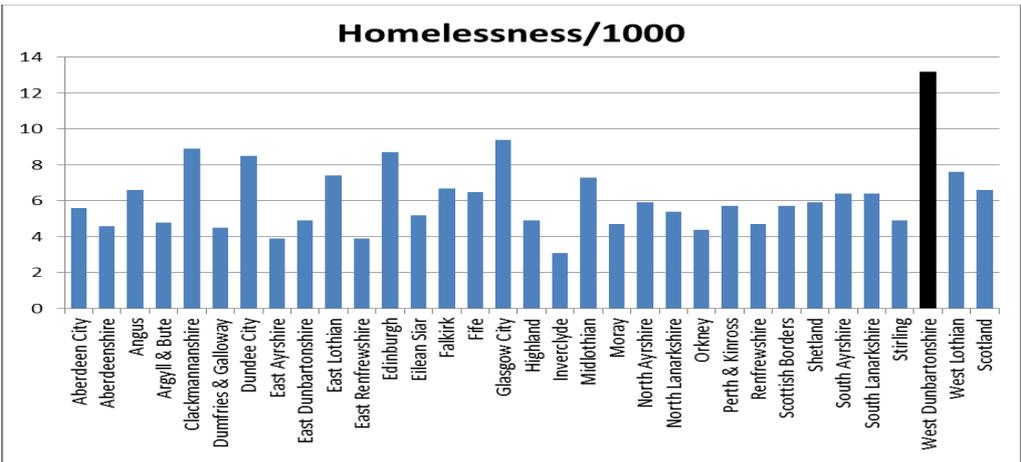
- Homeless people get prompt and easy access to help and advice;
- Homeless people are provided with suitable, good-quality temporary or emergency accommodation when needed;
- Homeless people are offered continuing support to help them get and keep the home they are entitled to;
- People at risk of losing their homes get advice on preventing homelessness; and
- People looking for housing get easy access to information that helps them make informed choices and decisions about the range of housing options available.

Our previous Homelessness Strategy for the period 2008/13 coincided with a drop in homeless applications of 36% and our strategy for the period 2013/16 showed a further reduction of 18% in overall applications. This is due to the success of homelessness prevention initiatives and of efforts aimed directly at households with no support needs to mainstream routes to housing.

Table 4 – Homelessness in West Dunbartonshire			
Homelessness Strategy 2008/13	2008/09	2012/13	Reduction
Homeless applications	2140	1364	36%
Homelessness Strategy 2013/16	2013/14	2015/16	Reduction
Homeless applications	1368	1124	18%

Source: Scottish Government - West Dunbartonshire HL1 figures

Whilst the incidences of homelessness in West Dunbartonshire has reduced significantly in recent years, the scale of the issue remains a key challenge as highlighted in the graph and table below which shows that homelessness in West Dunbartonshire per 1000 of population is the highest in Scotland and that youth homelessness is the 2<sup>nd</sup> highest in Scotland.



LA	Rate of Youth Homelessness per 1000
Inverclyde	2.8
East Renfrewshire	4.9
East Dunbartonshire	5.5
Eilean Siar	7.7
Stirling	8.0
Glasgow City	8.4
Renfrewshire	8.6
Highland	9.0
Edinburgh	9.7
East Ayrshire	10.4
Aberdeenshire	11.3
Dundee City	11.7
Scotland	11.7
Shetland	12.1
Moray	12.3
Dumfries & Galloway	12.3
North Lanarkshire	12.5
South Lanarkshire	12.7
North Ayrshire	12.9
Fife	13.0
Falkirk	13.3
Aberdeen City	13.6
Scottish Borders	13.9
Argyll & Bute	14.2
Orkney	14.3
South Ayrshire	14.6
Perth & Kinross	15.3
East Lothian	15.7
Midlothian	16.2
Angus	18.1
West Lothian	19.2
West Dunbartonshire	22.4
Clackmannanshire	22.9

Source: Scottish Government - West Dunbartonshire HL1 figures

Whilst the overall number of presentations and assessments within West Dunbartonshire has decreased, the percentage of assessments made where the Council has a duty to rehouse has increased as shown in Table 6.

Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Total assessment	1347	1345	1297	1104	1151	1053
Duty to Rehouse	911	959	991	820	916	839
% with duty to house	67.6%	71.3%	76.4%	74.3%	79.6%	79.7%

Source: Scottish Government - West Dunbartonshire HL1 figures

Table 7 details the reasons for homeless applications for the past 6 years. It can be seen from this table that consistently core reasons for homelessness in West Dunbartonshire are households being asked to leave their current accommodation and disputes within a household (both violent and non-violent).

Table 7 - Year/ Reason for Application	2012/2013		2013/2014		2014/2015		2015/2016		2016/2017		2017/2018	
	No.	%										
Termination of tenancy / mortgage due to rent arrears / default on payments	56	4.1	56	4.1	45	3.6	34	3.0	36	3.2	47	4.5
Other action by landlord resulting in the termination of the tenancy	78	5.7	72	5.3	75	6.0	84	7.5	68	6.0	91	8.7
Applicant terminated secure accommodation	41	3.0	32	2.3	22	1.8	17	1.5	32	2.8	19	1.8
Loss of service / tied accommodation	11	0.8	4	0.3	3	0.2	3	0.3	4	0.4	3	0.3
Discharge from prison / hospital / care / other institution	112	8.2	92	6.7	83	6.6	48	4.3	43	3.8	41	3.9
Emergency (fire, flood, storm, closing order from Environmental Health etc.)	5	0.4	16	1.2	15	1.2	8	0.7	21	1.9	9	0.9
Forced division and sale of matrimonial home	5	0.4	10	0.7	7	0.6	5	0.4	5	0.4	7	0.7
Other reason for loss of accommodation	13	1.0	20	1.5	37	3.0	35	3.1	24	2.1	18	1.7
Dispute within household: violent or abusive	229	16.8	246	18.0	229	18.3	203	18.1	223	19.6	186	17.7
Dispute within household / relationship breakdown: non-violent	207	15.2	215	15.7	224	17.9	168	14.9	202	17.8	188	17.9
Fleeing non-domestic violence	22	1.6	45	3.3	58	4.6	62	5.5	49	4.3	43	4.1
Harassment	33	2.4	30	2.2	17	1.4	10	0.9	8	0.7	4	0.4
Overcrowding	6	0.4	3	0.2	4	0.3	8	0.7	6	0.5	2	0.2
Asked to leave	439	32.2	410	30.0	330	26.4	339	30.2	305	26.9	262	25.0
Other reason for leaving accommodation / household	107	7.8	117	8.6	100	8.0	100	8.9	109	9.6	128	12.2
All	1364	100	1368	100	1249	100	1124	100	1135	100	1048	100

Source: Scottish Government - West Dunbartonshire HL1 figures

The average case duration during 2017/18 was 23.8 weeks (167 days), with only eight households stating that they had slept rough in the 3 months prior to approaching the local authority for assistance.<sup>11</sup>

As can be seen from Table 8, West Dunbartonshire Council performs very well in relation to the benchmark set by the Code of Guidance on Homelessness 2005 and is largely meeting its requirements to assess homeless applications within 28 days. Only 3 applications were assessed out-with this timescales in 2017/18. In addition, more than half of the applications received were assessed in less than 14 days.

Table 8 - Length of time to assess application	2016/2017		2017/2018	
Same day	71	6.2%	90	8.5%
1-6 days	244	21.2%	271	25.7%
7-13 days	237	20.6%	209	19.8%
14-28 days	584	50.7%	480	45.6%
28-55 days	14	1.2%	3	0.3%
56+ days	1	0.1%	0	0%
<b>All applications</b>	<b>1151</b>	<b>100%</b>	<b>1053</b>	<b>100%</b>

Source: Scottish Government - West Dunbartonshire HL1 figures

There has also been improvement in the rate tenancy sustainment for homeless households, increasing from 77% in 2013/14 to 85% in 2017/18.<sup>12</sup>

Table 9 - Tenancy sustainment (homeless lets)	2013/14	2017/18
West Dunbartonshire Council	77%	85%
Scottish Average	86%	88%

Source: Scottish Housing Regulator

At 31<sup>st</sup> March 2018 West Dunbartonshire had 462 open homeless cases with a duty to rehouse in 359 of these cases (some had not yet had an assessment decision on this date).

## Temporary accommodation

There were 258 households in temporary accommodation on 31 March 2018 and the average time spent in temporary accommodation in days for the past 5 years is outlined in Table 10.

Table 10 - Type of temporary accommodation	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
LA ordinary dwelling	87.3	91.9	96.9	97.1	94.8
Housing association/RSL dwelling	117.9	0	0	0	0
Hostel - local authority owned	59.9	51.2	51.1	47.7	55.4
Hostel – RSL	162	59.2	113.8	98.1	117.3
Hostel – other	156.7	114.4	122.6	91.2	92.4
Bed and breakfast	26.8	13	0	6	0
Women’s refuge	124.5	135.6	135.8	86	256.5
Private sector lease	0	0	0	0	0
Other placed by authority	74.8	46.3	77.2	55.2	65.8
<b>Total (ALL)</b>	<b>84.3</b>	<b>87.5</b>	<b>97.7</b>	<b>91.5</b>	<b>94.2</b>

Source: Scottish Government - West Dunbartonshire HL3 figures

<sup>11</sup> Rapid Rehousing Transition Plan Toolkit

<sup>12</sup> West Dunbartonshire Council own data

West Dunbartonshire Council has largely managed to avoid using bed and breakfast type accommodation (with only 3 households using this in an emergency in 2016/17 for a combined total of 18 days). However, some accommodation options have been used in recent years for households with complex needs assessed as being “not tenancy ready”, which is included in our baseline data. We have not modelled any future use of these accommodation options (which are not operated by the Council). We anticipate that as more appropriate accommodation and support pathways are developed, then the number of transitions will reduce.

## Section 2 - Baseline position of Temporary Accommodation supply and use in West Dunbartonshire

### **Current temporary accommodation provision**

West Dunbartonshire's temporary accommodation mainly comprises of temporary furnished flats and hostel provision. The temporary furnished flats are mainstream properties from the local authorities own stock and dispersed within the community. There are currently 5 hostels used as interim accommodation, one operated directly by the Council, one operated by Action for Children and three operated by Blue Triangle Housing Association. All are registered with the Care Inspectorate.

As of 31<sup>st</sup> March 2017, the Council's Homelessness Service operated 208 furnished flats and had hostel capacity for 49 households (this was expanded to 63 households during 2017/18 when Ashton View expanded provision from 8 spaces to 22 spaces).

Table 11 – Type of provision	Provider	Capacity 31 March 2017	Capacity 31 March 2018
Temporary furnished flats	WDC	208	219
Hostel (Interim)	WDC	8	22
Hostel (Interim)	Blue Triangle	31	31
Hostel (Interim)	Action for Children	10	10

The Homelessness Service also makes use of accommodation not specifically for homeless people where this is appropriate, for example women's refuges.

### Temporary furnished flats

At present, the temporary furnished flats provided are all self-contained properties with no shared facilities. They cater for mixed households and for households with a variety of support needs.

### Ashton View Supported Housing Project

Ashton View Homeless Persons' Unit is registered to provide a housing support service to people over 21 years old who are homeless. Accommodation within the unit is provided in shared flats with private bedrooms and shared communal facilities.

The service provides accommodation and support to individuals based on an agreed support plan and a structured plan of group work activities. The service aims to provide accommodation and support to people for over 12 weeks and then support them to move on to either permanent or longer term temporary accommodation. The service also provides some short term resettlement support to enable the people who move on from the service to be secure and confident in their new accommodation, thus supporting successful tenancy sustainment.

### Blue Triangle (Clydebank)

The Blue Triangle Project in Clydebank can accommodate up to 13 service users aged 16 years and over, who are affected by homelessness.

The service aims to provide safe, secure, supported accommodation for people who are experiencing homelessness, provide a programme of support suited to the person's needs and assist the resettlement process.

The service also states that, *"Each person will receive an appropriate level of support to meet their needs. A key worker will be allocated to each person and support will be available in areas such as, budgeting, health, benefits and cooking"*.

### Blue Triangle (Alexandria) and Blue Triangle (Bonhill)

The service provided by the Blue Triangle projects in Alexandria and Bonhill was renamed 'Lomondside Services' when it merged the two services under one project manager with assistant project managers in each of the two locations.

The service has places for a total of 18 adults aged sixteen and over. Eight people can be accommodated at the Bonhill Project in Dumbarton and ten people can be accommodated in the Alexandria Project.

Lomondside Services is a Housing Support Service which provides accommodation and support to service users. Blue Triangle's Mission Statement is *"Blue Triangle exists to support, accommodate and assist vulnerable people to achieve better lives."*

The Blue Triangle Business Plan (2015) states *"Our services are there to ensure that people become engaged in a real future for themselves and we prevent people ending up in cycles that are destructive and hopeless and that create a burden on statutory services such as social work, prisons and health services."*

### Action for Children

Action for Children (Preparation for Life Project) is a Housing Support Service for young people aged 16 -21 years who are homeless or threatened with homelessness. The service operates from a purpose-built property in Alexandria, West Dunbartonshire.

The service comprises both communal and private accommodation. There is shared space within the property, in which young people can dine, socialise together or meet privately. Individual living accommodation provides for privacy and dignity of service users.

### **Current temporary accommodation use**

Table 12 shows the number of households accommodated in temporary accommodation during 2017/18, the average length of time spent in each type of accommodation alongside, the level of support provided and the average weekly rent charged.

Table 12 – Temporary Accommodation Analysis							
Type of provision	Capacity 31 Mar 2017	Households living in at 31 Mar 2017	Households in between 1 Apr 17 and 31 Mar 18	Occupancy (households)	Ave. length of stay (days)	Level of support	Average weekly rent
WDC Temporary furnished flats	208	183	684	867	95	no/low	£346.00
Ashton View Project	8	8	51	59	30	med/high	£367.00
Blue Triangle Clydebank	13	13	33	46	225	med/high	£369.59
Blue Triangle Alexandria	10	10	18	28	102	med/high	£358.24
Blue Triangle Bonhill	8	6	31	37	83	med/high	£369.59
Preparation for Life Project	10	9	24	33	145	med/high	£420.47

The average length of stay, outlined in Table 12, is taken from the Council's ARC submission and is used to populate the baseline position in the Transition Tool. However, this data refers to average stays for property types and not for households. It does not recognise when a household spends periods of time in different accommodation options (as is often the case in the traditional housing ready approach). Data available as part of the HL3 submission shows that for Quarter 2 2018, the average time homeless households spent in temporary accommodation in West Dunbartonshire was 173.7 days.

The average length of time is also skewed because for various reasons some households spend a relatively short period of time in accommodation, bringing the overall figure down. It is expected that as more appropriate accommodation and support pathways are developed and these are identified "right first time", then the number of transitions will reduce and the average time spent in temporary accommodation by homeless households will also reduce.

### Rehousing Outcomes for homeless households

In the year 2017/18, West Dunbartonshire Council rehoused 660 homeless households into social rented accommodation and 18 homeless households into the private rented sector. This represents 49% of all local authority lets being made to homeless households and 38% of all RSL lets being made to homeless households (including transfer lets). This is reflective of good partnership working around a model Section 5 protocol ensuring that fair access to housing for homeless households is achieved.

Table 13 - Outcome of homeless application	2017/18	
Scottish Secure Tenancy	660	60%
Private Rented Tenancy	18	2%
Hostel	0	0%
Bed & Breakfast	0	0%
Returned to previous/ friends/ vol org.	61	6%
Women's Refuge	0	0%
Residential care/nursing home/shared supported	0	0%
Other – Known	32	3%
Other - Not Known	19	2%
No duty owed to applicant	139	13%
Contact lost before duty discharge	172	16%
<b>All</b>	<b>1101</b>	<b>100%</b>

Source: Scottish Government - West Dunbartonshire HL1 figures

When using the calculations within the Transition Tool these 678 lets to homeless households represent 81% of new demand in the year, showing a gap of only 25 in the total lets required for the year. However, this calculation removes the 191 households which lost contact and the 36 occasions where our duty to rehouse was discharged with an offer of housing being refused. We have recognised that the high level of households losing contact needs to be addressed and we aim to reduce this by 50% over the 5 year period within an ongoing service redesign of our homelessness services. This will have an impact on the demand for temporary accommodation, as well as on the permanent lets required for homeless households.

## Section 3 – Support Needs and Rapid Re-housing

### **Health, multiple disadvantage and support needs of homeless population**

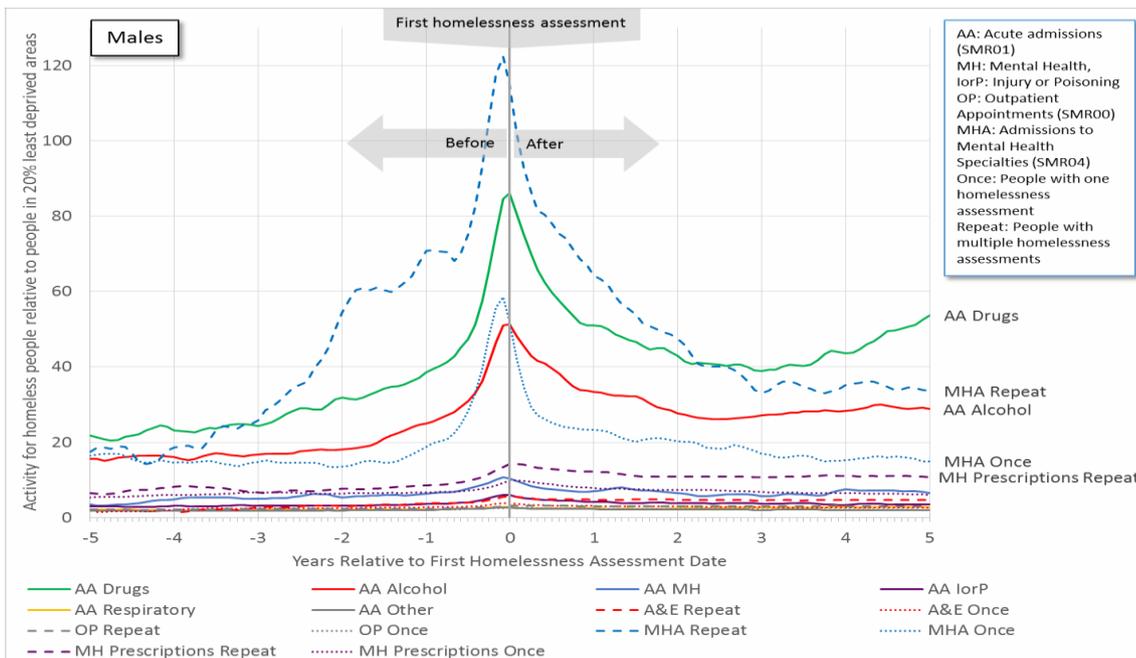
#### Health and Homelessness

A study, published by the Scottish Government in June 2018, looks at how health inequalities across Scotland are linked to homelessness. The study considered 435,853 people who had been in households assessed as homeless or threatened with homelessness between June 2001 and November 2016.

The key findings of the study are outlined below:

- At least 8% of the Scottish population (as at 30 June 2015) had experienced homelessness at some point in their lives.
- Of those who had experienced homelessness at some point:
  - Around 49% had evidence of health conditions relating to drugs, alcohol or mental health (much higher than the general population).
  - Around 30% had evidence of a mental health problem at some point during the study period (with no evidence of drug or alcohol-related conditions at any point) (again much higher than the general population)
  - There was evidence of drug and/or alcohol-related interactions for the remaining fifth of people (again higher than in the general population). Of these, the vast majority (94%) also had evidence of mental health issues.
  - Around 6% of people experiencing homelessness had evidence of all three of the following conditions – a mental health condition, a drug-related condition and an alcohol-related condition – although not necessarily at the same time. This was much higher than in the general population. The figure was markedly higher for those experiencing repeat homelessness (11.4%).
- Increased interactions with health services preceded people becoming homeless.
- A peak in interactions with health services was seen around the time of the first homelessness assessment.

The study showed increased interactions with health services preceded people becoming homeless and that a peak in interactions was seen around the time of the first homelessness assessment. The illustration below outlines one aspect of this and shows (for males) that some activity remains higher after the first homelessness assessment date.



For those who had been homeless on only one occasion health activity eventually returned to the (albeit higher) pre-homelessness levels. However, for people who were homeless on multiple occasions, levels of health activity remained high.

Homeless people are more likely to come from deprived areas, based on their last settled address. The distribution of homeless people across the area-based deprivation spectrum (as measured by the Scottish Index of Multiple Deprivation) closely follows the distribution of income and employment deprived people.

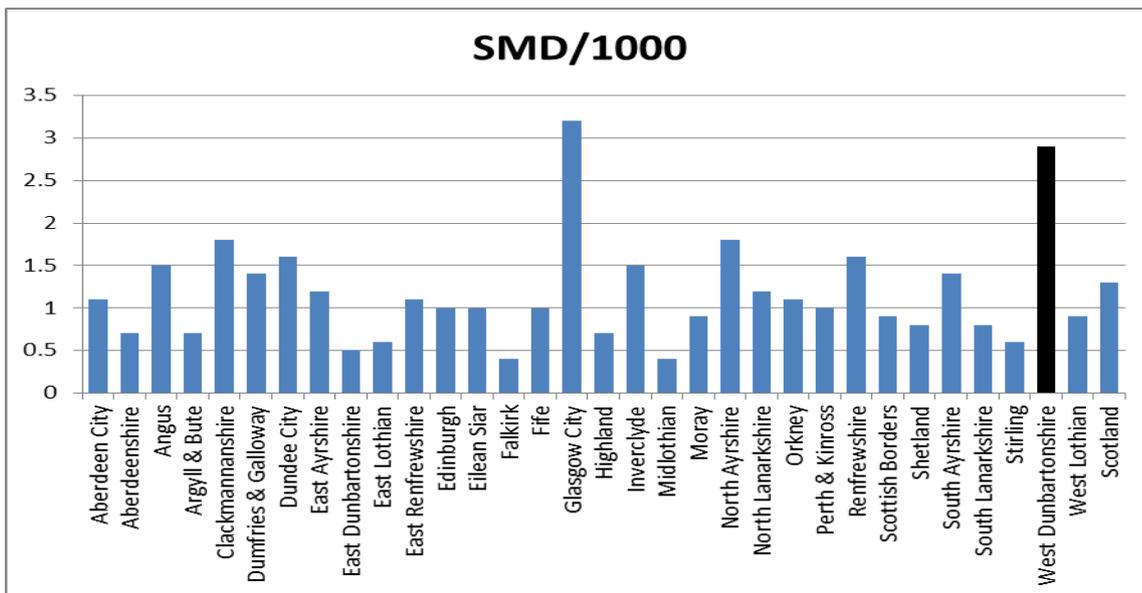
This report therefore provides evidence outlining the impact of health and homelessness and how these are closely linked. The report reinforces the need for West Dunbartonshire Council to continue to develop its homelessness prevention agenda as outlined in our homelessness strategy “More than a Roof” and ensure that our transition to Rapid Rehousing supports early housing interventions and reduces the demand on health services.

### Severe and Multiple Disadvantage in West Dunbartonshire

The prevalence of the homeless population with severe and multiple disadvantage (SMD), was described in a table from Mandy Littlewood, Heriot-Watt University: *Developing a Profile of Severe and Multiple Disadvantage in Scotland – Working Paper: Homelessness data Sources (draft v.2, 17 April 2018)* and highlighted in Rapid Rehousing Transition Plan Guidance.

SMD is used in this study to signify the issues faced by adults in the homelessness system and substance misuse and criminal justice systems. It finds that poverty is almost a universal complicating factor and that mental ill-health is a common complicating factor. The study outlines that West Dunbartonshire has the 2<sup>nd</sup> highest prevalence of SMD per 100 of adult population in Scotland (2.9 per 1000) and is illustrated in the graph below.<sup>13</sup>

<sup>13</sup> Scotland’s transition to rapid rehousing, Rapid Rehousing Transition Plans: Guidance for Local Authorities and Partners, Version 1.1: June 2018, Indigo House



### Identifying Support Needs

Of the 839 homeless assessments in 2017/18 where there was a duty to house, West Dunbartonshire Council identified 549 households, over 65% of cases, as requiring support. Of these cases, 274 or 50% had multiple support needs.<sup>14</sup>

When this is compared to 2012/13, we see a slight drop in the overall number of cases assessed in the year with a duty to house, whilst at the same time a significant increase in the proportion of households requiring some form of support (up from 35% to 65%), and a significant increase in the number of households with multiple support needs (up from 12% to 33%).

Table 14 – Homeless Support Assessments in West Dunbartonshire	2012/13	2017/18
Assessments made where a duty to house exists	911	839
Number of households where support is required	320	549
% of households requiring support	35%	65%
Number of households with multiple support needs	110	274
% of households multiple support needs	12%	33%

As part of our wider approach to homelessness, outlined in “More than a Roof”, West Dunbartonshire Council has recognised the limitations of our current provision of temporary accommodation and the need to better assess and quantify the level and type of support needs of homeless households and develop the most appropriate accommodation pathway suitable to each and every household.

A comprehensive temporary accommodation modelling exercise has therefore been carried out internally which informs our vision of moving to rapid rehousing within the local context outlined above. This exercise looked at the support needs of 1074 individual households and assessed whether support was required. It also looked at the level of complexity of these support needs. The exercise highlighted that it is the level of needs that is the key factor in terms of identifying the ideal accommodation pathway and that these high levels of need are not transparent in our HL1 data.

<sup>14</sup> West Dunbartonshire HL1 figures

## Section 4 – Rapid Rehousing 5 Year Vision and projections for temporary accommodation

Our vision for the change in temporary accommodation supply and use over the next 5 years is informed by:

- the limitations of our current temporary accommodation provision and how it is used;
- the comprehensive temporary accommodation modelling exercise that has been carried out referred to in Section 3; and
- Scotland’s wider vision for Rapid Re-housing.

The 4 key aspects of our vision are illustrated below:



Work in collaboration to provide early interventions which prevent homelessness and ensure settled accommodation is made available as quickly as possible if homelessness occurs.



1. Whole System approach to the prevention of homelessness

2. To enable service users with no/low support needs to access settled housing quickly

3. To develop interim housing options which enable independent living & housing sustainment

4. To implement a Housing First model which enables the most excluded service users to achieve housing sustainment

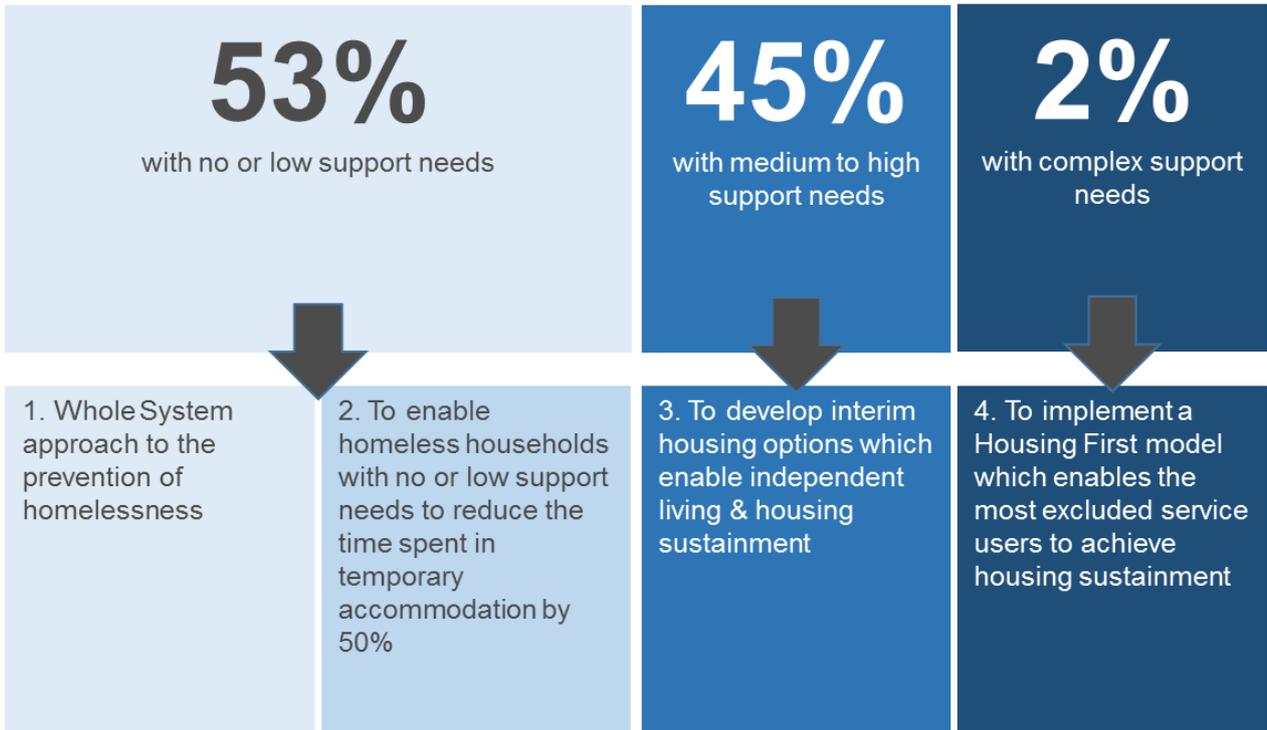
Range of accommodation options with the right levels of wrap around support

### **Whole System approach to the prevention of homelessness**

Our approach to the prevention of homelessness is outlined in our current homelessness strategy “More than a Roof” which includes the following key objectives:

- People at risk of losing their homes get advice on preventing homelessness;
- People looking for housing get information that helps them make informed choices and about the range of housing options available to them.

At present, around 20% of households presenting as homeless are assessed and have no need for any form of accommodation. It is expected that as we extend our Housing Options model to a Whole System approach aimed at reducing the crisis of homelessness and ensuring that suitable and sustainable outcomes are achieved by addressing the needs of individual households, then this number will reduce.



**Enable service users with no/low support needs to access settled housing quickly**

Our temporary accommodation modelling exercise suggests that 53% of the households currently presenting as homeless have no or low support needs and our aim is to progress these households into settled accommodation quickly.

Our baseline data provides information about the average length of time households spend in various types of temporary accommodation but this does not account for differing levels of support needs and does not provide any insight into the overall length of time a household may spend in (sometimes various) temporary accommodation settings.

Again, our modelling exercise suggests that at present households with no and low support needs spend on average 23 weeks in temporary accommodation and it is our aim to reduce this over the course of 5 years to only 13 weeks. The impact of this will be to reduce the current provision of temporary furnished flats for this purpose from the current 219 units to 110 units in 2023/24. Successfully delivering this objective will also ensure fewer transitions between different accommodation options will be required.

## Model inputs: Journey through temporary accommodation.



### Develop interim housing options which enable independent living and tenancy sustainment

Our modelling exercise also highlights a need for a more intensive support provision for 45% of the households presenting as homeless with medium to high support needs. Of these, it is predicted that 66% will be supported in mainstream housing with a wrap-around housing support service and the rest requiring supported hostel type accommodation. Our vision is that these households will receive intensive support for a period of 26 weeks in each accommodation setting.

Table 15 – Type of provision	Capacity 31 March 2017	Households living in at 31 Mar Year 4	Households projected to enter between 1 Apr and 31 Mar Year 5	Occupancy (households)	Ave. length of stay (days)	Level of support	Average weekly rent
WDC Dispersed TFF	30	30	90	120	90	no/low	£101
WDC Dispersed TFF (Refuge)	80	80	80	160	90	low	£346
Interim Supported Tenancy	80	80	80	160	180	med/high	£101
Interim Supported Tenancy (Refuge)	50	50	50	100	180	med/high	£346
Ashton View Project	22	22	22	44	180	med/high	£475
Blue Triangle Clydebank	13	13	33	66	180	med/high	£475
Blue Triangle Alexandria	10	10	10	20	180	med/high	£475
Blue Triangle Bonhill	8	8	8	16	180	med/high	£475
Preparation for Life Project	10	10	10	20	180	med/high	£475

To support our vision we will review and update existing practises to ensure clear accommodation and support pathways exist for specific groups over represented in the homelessness population and that the most appropriate pathway is identified “Right First Time” in order to reduce transitions between various accommodation options.

### Care Leavers

The Council has implemented an award winning Leaving Care Housing Protocol. This protocol promotes the principle that care leavers will be provided with the securest form of tenancy available to them and works in conjunction with the mainstream Housing Allocations Policy to ensure that homelessness is prevented. The protocol also ensures that young care leavers have the dedicated wrap around support needed and provides a named key worker, in order to achieve independence and stability within the community.

### Prison Leavers

The link between housing instability and reoffending is well known and well documented; we are therefore supportive of SHORE (Sustainable Housing on Release for Everyone) recommendations to implement service standards directed at prison leavers at a local and national level. We currently have a dedicated resettlement officer for prison leavers and plan to develop this service further to include a Prison Leavers Protocol in line with SHORE standards ensuring prison leavers achieve the best possible housing outcomes upon release and are supported through the housing process enabling them to successfully integrate back into the community and reduce the likelihood of reoffending.

### Hospital Discharge

It is often the case that people are unable to be discharged from hospital as they do not have suitable accommodation to go to, or are discharged from hospital to return to accommodation that is no longer suitable. We will therefore work in partnership with the West Dunbartonshire HSCP to review and build on current arrangements relating to those being discharged from hospital to ensure that the most suitable accommodation and support pathway is delivered quickly.

### Armed Forces

We will also create appropriate pathways for those applicants leaving the armed forces ensuring that they are provided with secure tenancies promptly and not routinely provided with temporary homeless accommodation. We will also ensure that those previously in the armed forces and find themselves at risk of homelessness are supported where necessary to ensure a sustainable housing solution.

### Domestic Abuse

West Dunbartonshire Council was the first local authority to sign up to the Make a Stand scheme, a national initiative run by the Chartered Institute of Housing (CIH), Women’s Aid and the Domestic Abuse Housing Alliance. During 2018 we also launched our ‘No Home for Domestic Abuse’ approach which takes a zero tolerance approach to domestic abuse, with victims being supported to pursue their most appropriate housing option. These pathways will have close links with partner agencies such as Women’s Aid and WDHSCP and provide a holistic support service tailored to the needs of the household.

## LGBT+

In addition, we will also provide pathways to those from our LGBT+ communities. It is recognised that young people who identify as LGBT are grossly over-represented within youth homelessness populations and are at a significantly higher risk of exposure to a range of experiences that are associated with becoming homeless, most notably parental rejection, familial physical, sexual and emotional abuse, and familial violence and domestic abuse from partners. Pathways for LGBT+ communities will also link with our pathways for young care leavers and victims of domestic abuse where appropriate.

## Autism

Developing pathways for clients with autism can be challenging. We aim to provide a route to safe and secure housing that meets the needs of those with autism, this will include residential care in small group settings, individual housing tenancies, shared housing tenancies and support for individuals to manage their own home and tenancies. In order to achieve a successful pathway for this client group we will work closely with HCSP and third sector groups to ensure the support provided is both appropriate and adequate for this client group. Developing skills for independent living means working with individuals to maximise their potential, personalise their support, promote and encourage their self-determination and explore their aspirations.

## **Implement a Housing First model which enables the most excluded service users to access and sustain a tenancy**

Throughout 2018 the Council has been developing a Housing First project and have agreed the following key objectives to guide our approach:

- To achieve sustainable tenancies for those with multiple and complex support needs;
- To reduce repeat homelessness among this client group;
- To address the housing support, addiction issues and criminal justice issues to enable service users to make positive life changes;
- To provide a person centred service and be creative and flexible when supporting service users;
- To respect and listen to service users and involve and encourage them to make decisions about the service they want; and
- To provide an a non-judgemental service

Our Housing First approach targets those with a history of issues such as repeat homelessness, multiple and complex support needs and previous contact with support services which have not led to successful and/or sustainable outcomes.

# Model inputs: Newly arising need

Profile of need starts to change as Housing First meets the complex housing needs and reduces repeat homelessness



Our temporary accommodation modelling exercise suggests that 2% of households currently presenting as homeless would meet this profile as part of our wider Rapid Rehousing approach. We expect that this will equate to 13 households in Year 1, increasing to 36 households by Year 5.

A key aspect of our vision is to reduce the high number of homeless households who currently lose contact with the service by 50% over the course of the 5 year plan. However, successfully achieving this will increase both demand for temporary accommodation and for the number of secure tenancies required for homeless households. Therefore, there will be a significant drop in demand for dispersed temporary furnished flats. We project a need for 110 supported tenancies and 63 hostel places in Year 5 (there will be a full review of hostel provision in Year 3 of our action plan outlined in Section 5).

Table 16 – Type of provision	Capacity 31 Mar 2017 (toolkit baseline)	Capacity 31 Mar 2018	Capacity (5 years)
WDC Dispersed TFF	208	219	110
Interim Supported Tenancy	0	0	130
Interim Supported Hostel	49	63	63

## Conversion Programme

Our vision includes a conversion programme of temporary accommodation to Scottish Secure Tenancies. This has been a highly popular and successful option when available in the past, with tenancy sustainment rates of 100% being achieved. The case study below outlines a common example where this approach was key to securing a sustainable outcome for a household with complex needs.

### Conversion Case Study

A single 51 year old male presented as homeless in April 2016.

This applicant had made three previous homeless presentations between October 2015 and April 2016. He had various health issues and was considered to be particularly vulnerable.

He had previously given up a secure tenancy with a housing association in the area due to a neighbour dispute and whilst he was keen on securing another tenancy and had the necessary support to do so, he also had concerns about being able to settle in a new location.

As he had nowhere to go he had accepted an offer of temporary accommodation. Unfortunately he had to be moved to alternative accommodation due to a further neighbour dispute. The applicant went on to settle well into the new temporary accommodation.

When a permanent offer of housing was being sought, the option of converting the temporary accommodation arose. Given previous difficulties, this was discussed with the applicant who was very keen for this to happen, especially as he now knew his neighbours and would benefit from inheriting the furnishings in the flat.

It was therefore agreed to convert the temporary accommodation to a Scottish Secure Tenancy and for the applicant to remain in his settled accommodation. At the time of writing he remains in his home and has had no further risk of homelessness.

## Resettlement Support Service

It is acknowledged that a tenancy within Council stock is not the preferred housing outcome for all homeless households and that some households will access RSL stock or the private rented sector through choice. We aim to provide homeless households with a more structured Resettlement Support Service whatever tenure is accessed for the first 8 weeks of their new tenancy.

## Homelessness Prevention Service

We also plan to introduce an additional Homelessness Prevention Service, specifically aimed at tenancies which are at risk and where the landlord is considering actions to end the tenancy. At present advice and assistance is provided when a household makes an approach, however it is envisioned to provide a more proactive service which initiates this contact and improves the likelihood of preventing homelessness.

## Rehousing projections for homeless households

To deliver our vision of Rapid Rehousing across West Dunbartonshire, the number of lets for homeless households currently projected over the next 5 years is outlined below. This will be reviewed and updated on an annual basis in partnership with our RSL partners. We are also keen to provide a great consistency across social housing allocations and provide greater clarity to those seeking housing.



### Model outcomes: % lets to homeless households

	Year 1	Year 2	Year 3	Year 4	Year 5
Lets Required	648	701	810	872	898
Lets PRS	18	18	18	18	18
Tenancies Less PRS	630	683	792	854	880
Turnover Available					
LA Allocation Required	44%	47%	41%	49%	55%
RSL Allocation Required	38%	40%	35%	42%	48%

Average annual lets to homeless to achieve RRTP:  
47% (LA), 41% (RSL)

## Section 5 – Rapid Rehousing Plan

As outlined in Section 4 of this report, in order to realise our vision of Rapid Rehousing four key objectives have been identified. These objectives were developed following a series of stakeholder events held in West Dunbartonshire led by the Homelessness and Homelessness Prevention Strategic Implementation Group and involving key partners, including the West Dunbartonshire HSCP, local Registered Social Landlords, other key front line Council services, third sector partners and Elected Members.

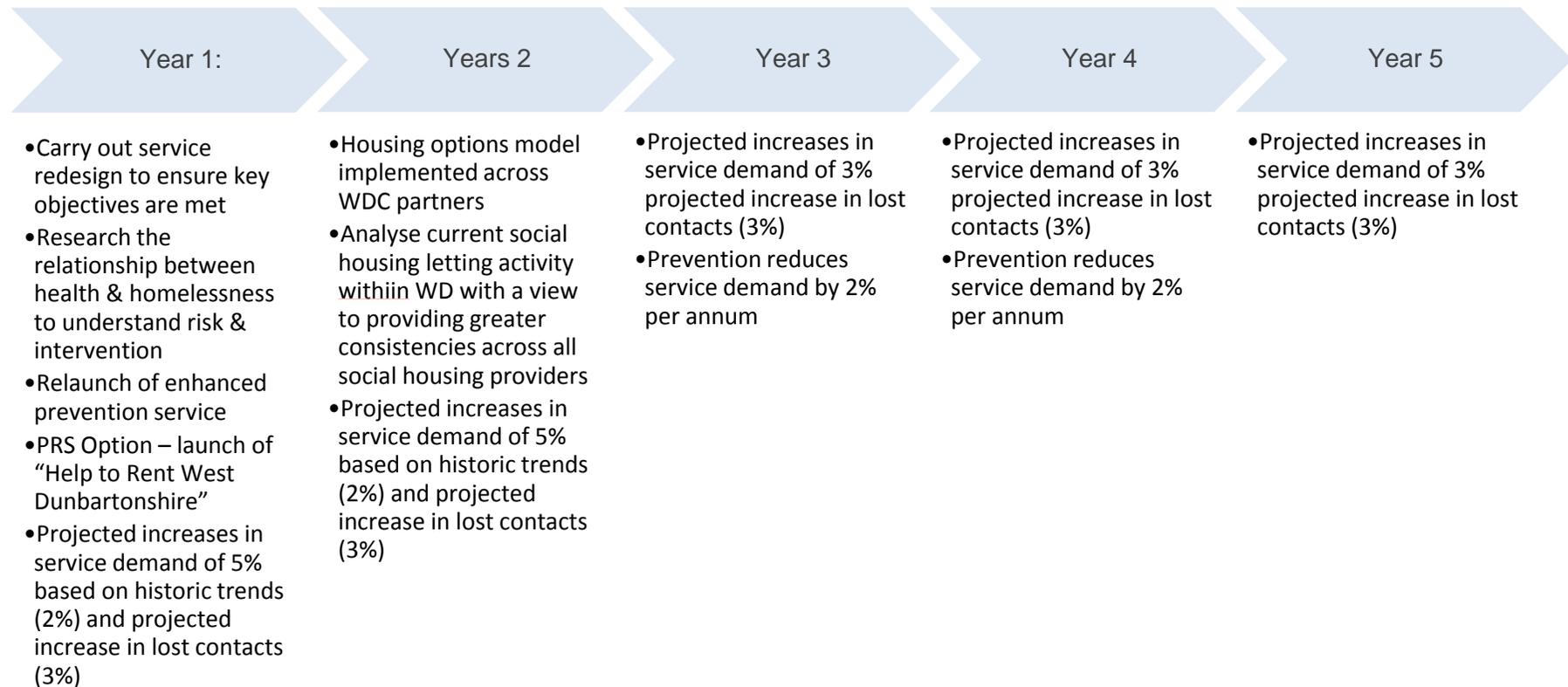
Our Rapid Rehousing Transition Plan aligns closely with our wider Local Outcome Improvement Plans, Local Housing Strategy and our homelessness strategy “More than a Roof”. All partners are committed to a collaborative approach to deliver the objectives outlined in this plan and ensure positive and sustainable outcomes for homeless households.

Our 5 year plan is ambitious and is based on our current assessment of homelessness, rehousing requirement and supply of social housing. In addition to requiring partnership working in its development, delivering the plan will require the support and skills of frontline workers across a range of service areas and it is expected that new ideas in terms of service delivery innovation will feed into the review process.

The Homelessness and Homelessness Prevention Strategic Implementation Group meets bi-monthly and will be responsible for monitoring the implementation of our Rapid Rehousing Transition Plan and ensuring that the plan is reviewed and updated on an annual basis.

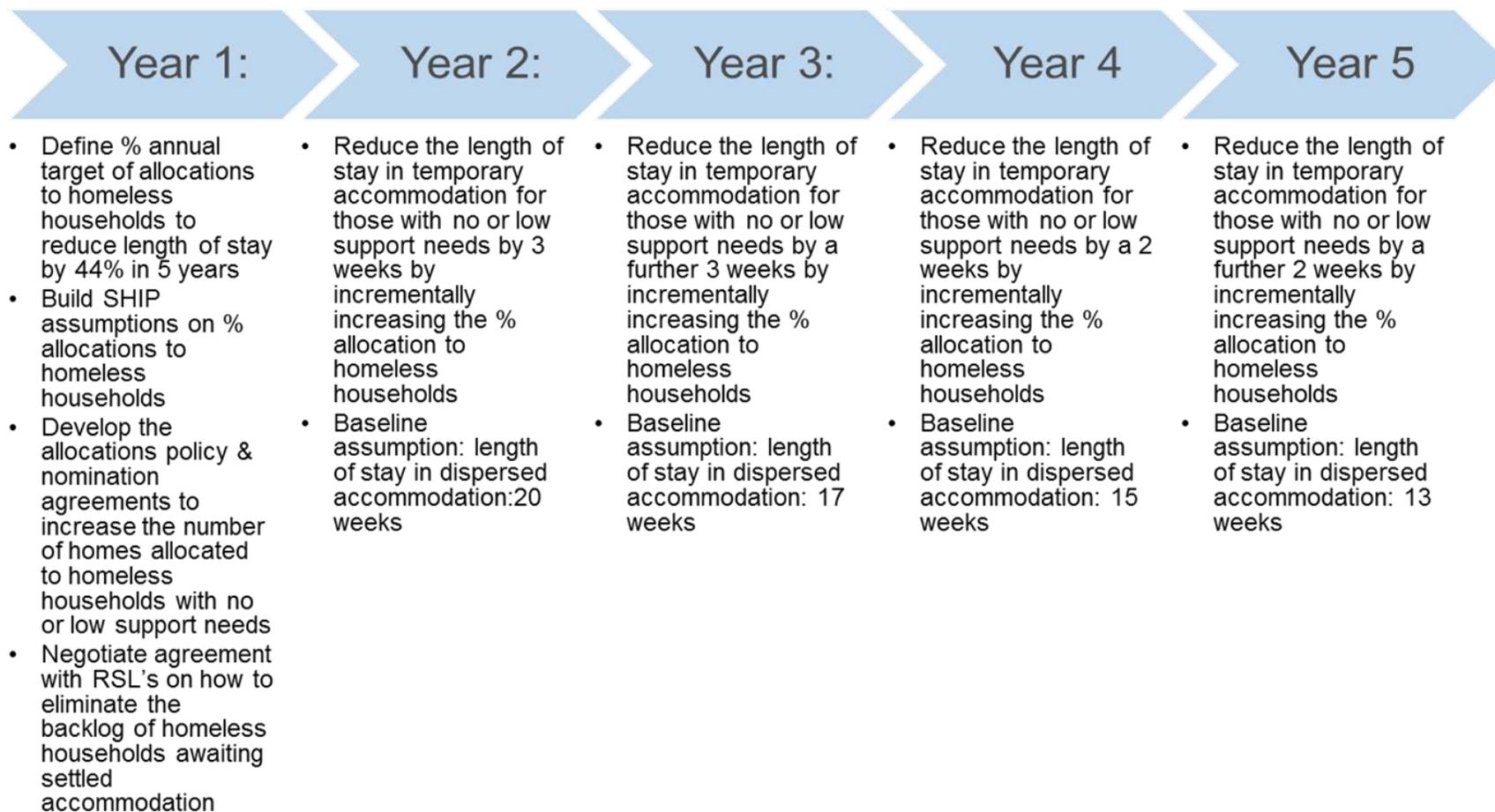
Each objective along with associated actions is outlined in the next page.

## RRTP Objective 1: 1. Whole System approach to the prevention of homelessness



## RRTP Objective 2

### 2. To enable service users with no/low support needs to access settled housing quickly



## RRTP Objective 3:

### 3. To develop interim housing options which enable independent living & housing sustainment

Year 1:

- Develop a Supported Accommodation Service
- Create defined Pathways for the following groups:
  - Prison Leavers
  - Leaving Care
  - Armed Forces
  - Hospital Discharge
  - Domestic Abuse
  - LGBT+
  - Autism
- Provide ongoing support to Pathway groups
- Develop Conversion Programme
- Provide Refuge Accommodation

Year 2:

- Contribute to Research into Youth Homelessness
- Develop targeted Youth Homelessness Service
- Review the use of Hostel Accommodation
- Implement Conversion Programme

Year 3

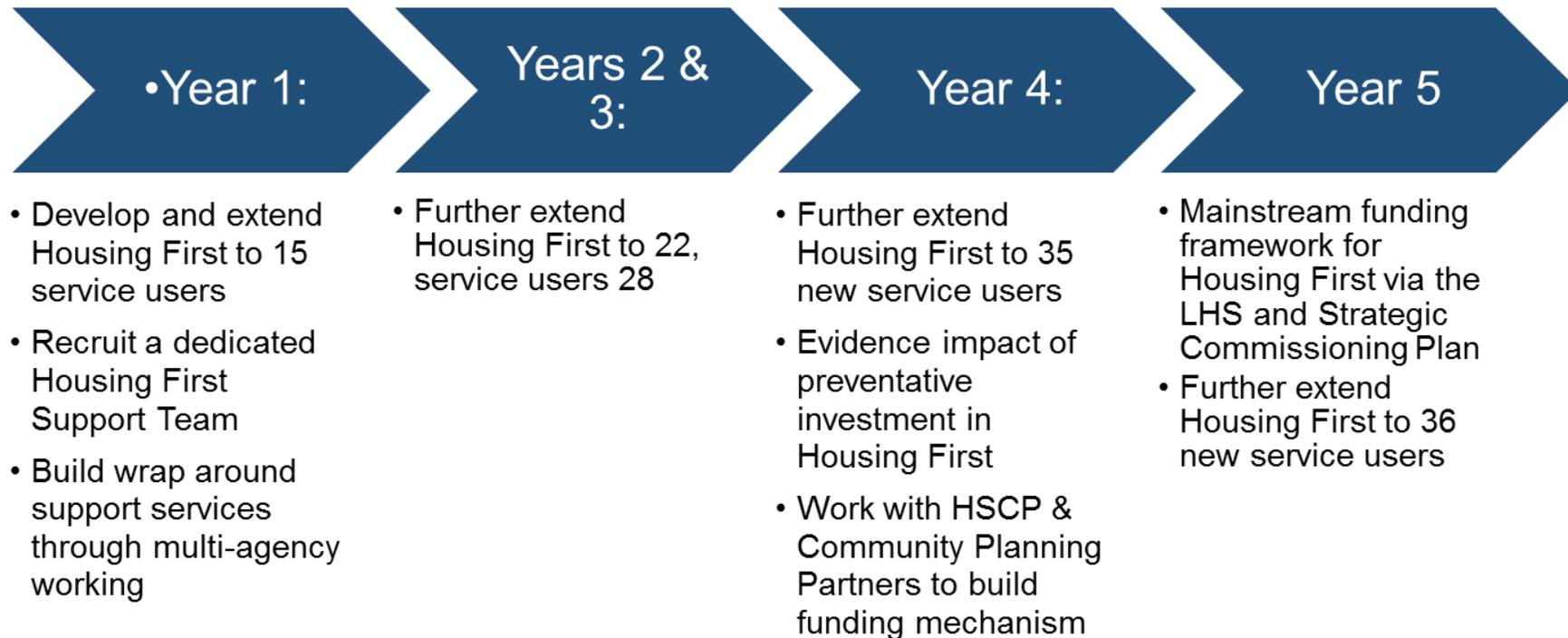
- Ongoing Review including review of hostel provision
- Review and continue Conversion programme

Year 4 & 5

- Extend use of Supported Tenancies
- Minimise use of and time spent in Temporary Accommodation
- Review and continue Conversion programme

## RRTP Objective 4

### 4. To implement a Housing First model which enables the most excluded service users to achieve housing sustainment



## **Section 6 – Rapid Rehousing Resource Plan**

In order to deliver our vision of Rapid Rehousing across West Dunbartonshire, the comprehensive action plan outlined in Section 5 will need to be fully implemented. This plan includes a commitment to redesigning the way services are delivered, extending our Housing Options approach, Homelessness Prevention activities and Housing Support services and ensuring that homeless households get access to the accommodation and support they require quickly and “Right First Time”.

To meet the existing backlog and new demand over the 5 years, this transition to Rapid Rehousing will also include annual rehousing targets for homeless households for both the Council and RSL sectors and the relaunch of the Council’s Help-to-Rent scheme to assist households access the private rented sector. A crucial element is a commitment that homeless households get equitable access to all new supply social housing in West Dunbartonshire.

We have taken into consideration our existing services and resources and calculated any additional resources that will be required in order to achieve our vision of Rapid Rehousing and Housing First in West Dunbartonshire over the 5 year transition period.

### **Housing First**

As outlined in Section 4, our plan includes the introduction of a Housing First initiative in West Dunbartonshire. The projected demand for this service is illustrated below and includes initial tenancy set-up costs of £2,500 and staffing costs to deliver the service over the 5 year period. The initial set up cost of £2,500 consists purely of furniture and household goods to allow the client to set up home in their new tenancy, an inventory of goods to be supplied is attached in Appendix 2.

It is anticipated that each member of Housing First Support staff will be able to provide intensive support for up to 6 Housing First clients in year 1. This equates to cost of around £6300 per client. We have also modelled for our clients to receive ongoing support, year on year, but on a decreasing basis. Given the challenging needs of Housing First clients and the high concentration of multiple and severe disadvantage found in West Dunbartonshire, this allows us to meet the expected demand over the 5 year plan.

Our support workers will be registered with the Scottish Social Services Council, trained in mediation and able to provide person-centred support plans based on the Outcome Star/Better Futures assessment tool, ensuring a professional and comprehensive service is provided to this vulnerable client group.

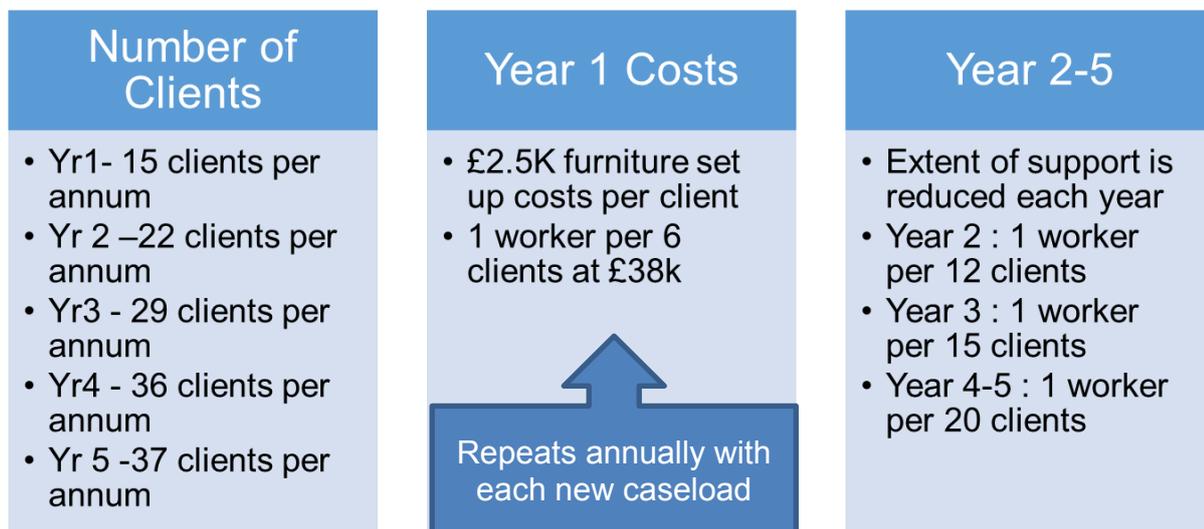


Table 17 - Delivering Housing First	Year 1	Year 2	Year 3	Year 4	Year 5
Housing First Resources	132,500.00	241,833.33	363,833.33	494,066.67	584,600.00

### Interim Supported Tenancies

As outlined in Section 4, a key element of our vision is the reduction in temporary furnished flats and introduction of an enhanced Housing Support Service for those households with medium / high support needs.

Our modelling to provide this service is based on a decreased need for temporary furnished flats over the 5 year transition period and an increase for supported interim accommodation which will provide more intensive support to this vulnerable client group during their housing journey. From this we have determined that our support staff will be able to provide support to up to 10 medium and high needs clients and up to 20 lower needs clients at a time. When applying this ratio to our projected demand of homeless households over the 5 year transition period, we calculate that we will require an additional 5 support staff in order to deliver this service.

The cost of this service is illustrated in Table 18, this includes the use of existing support that we are currently able to provide in Year 1 and an increase to support staff required from Years 2 - 5.

Table 18 - Delivering Supported Tenancies					
	Current costs of support	Year 2	Year 3	Year 4	Year 5
No/Low needs - client per worker		20	20	20	20
Medium/High needs - clients per worker		10	10	10	10
Cost per worker	35,000	35,000	35,000	35,000	35,000
No/Low needs - cost of support needs		243,250	218,750	210,000	192,500
Medium/High needs - cost of support needs		280,000	455,000	455,000	455,000
Total cost	490,000	523,250	673,750	665,000	647,500
Support Staff	14	15	19	19	19
<b>Additional Cost</b>		<b>33,250</b>	<b>183,750</b>	<b>175,000</b>	<b>157,500</b>

### Resettlement and Prevention Support Service

It is acknowledged that a tenancy within Council stock is not the preferred housing outcome for all homeless households and that some households will access RSL stock or the private rented sector through choice. We aim to provide homeless households with a Resettlement Support Service whatever tenure is accessed.

We have calculated resettlement support for the initial 8 week period of each new tenancy before 'handing-over' to the landlord and/or housing officer. This is to allow each new tenancy to have the best start possible and new tenants will be provided with practical support such as setting up utilities, applying for benefits, setting up rental payments, registering with services such local GP's and dentists and arranging for furniture.

It is anticipated that by providing this service tenancy sustainment of homeless households will improve and repeat homeless cases will reduce.

We also plan to introduce an additional, more proactive Homelessness Prevention Service, specifically aimed at tenancies which are at risk and where the landlord is considering actions to end the tenancy. This proactive service will initiate contact with tenants at risk of losing their home early in the process and support the tenant to resolve the issues they are experiencing with their tenancy and improve the likelihood of preventing homelessness from occurring.

A smaller scale of this service is currently provided by our homeless casework team and often relies upon the client actively approaching and engaging with the homelessness service, therefore to upscale and improve this service to be more proactive we have modelled that we would require one additional specialist support worker.

The funding requirements for these additional services are outlined below in Table 19.

Table 19 - Delivering Resettlement and Prevention Support					
	Year 1	Year 2	Year 3	Year 4	Year 5
New lets requiring Resettlement Support	163	316	390	402	402
1 hour of support per week over the first 8 weeks in settled accommodation	1,308	2,529	3,122	3,218	3,218
Support worker to support resettlement periods	1.0	1.0	1.0	2.0	2.0
Additional staff costs based on £35k per worker, p.a	35,000	35,000	35,000	70,000	70,000
Support worker to provide Homelessness Prevention	1.0	1.0	1.0	1.0	1.0
Additional staff costs based on £35k per worker, p.a	35,000	35,000	35,000	35,000	35,000

## Conversion Programme

Converting temporary furnished flats to secure tenancies has proved to be a successful and highly popular option across West Dunbartonshire when this has been available. Our vision and plan identifies a funding requirement to support a conversion programme of temporary accommodation to Scottish Secure Tenancies. We have projected this cost at £2,500 per conversion and the costs for this are outlined in Table 20 below.

The cost of converting temporary furnished flats to secure tenancies has been calculated using only the costs of providing furniture and household goods to each converted tenancy, an inventory of the items to be supplied is attached in Appendix 2. This cost does not include any décor required to the property.

We have also modelled to increase the number of converted tenancies over the 5 year transition period as it is preferable to allow a homeless household to remain in a tenancy they have settled into and therefore reduce the number of transitions homeless households experience on their journey to settled accommodation.

Table 20 – Delivering Conversion Programme					
Conversion Programme	Year 1	Year 2	Year 3	Year 4	Year 5
Number of Conversions	40	50	60	70	80
Cost per Conversion	£2,500	£2,500	£2,500	£2,500	£2,500
Cost per Year	£100,000	£125,000	£150,000	£175,000	£200,000
<b>Total Cost of Programme</b>					<b>£750,000</b>

### Total cost for transition to Rapid Rehousing within West Dunbartonshire

Table 21 notes the revised budgetary shortfall identified in order to fund additional support staff, resettlement staff and Housing First over the 5 year period of the transition to Rapid Rehousing.

Table 21 – Total Costs for transition to Rapid Rehousing in WDC						
Rapid Rehousing Costs	Year 1	Year 2	Year 3	Year 4	Year 5	
Housing First West Dunbartonshire	132,500	241,833	363,833	494,067	584,600	£1,816,833
Additional Housing Support Service		33,250	183,750	175,000	157,500	£549,500
Additional Resettlement Support Service	35,000	35,000	35,000	70,000	70,000	£245,000
Additional proactive Homelessness Prevention Service	35,000	35,000	35,000	35,000	35,000	£175,000
Conversion programme	100,000	125,000	150,000	175,000	200,000	£750,000
	£302,500	£470,083	£767,583	£949,067	£1,047,100	<b>£3,536,333</b>

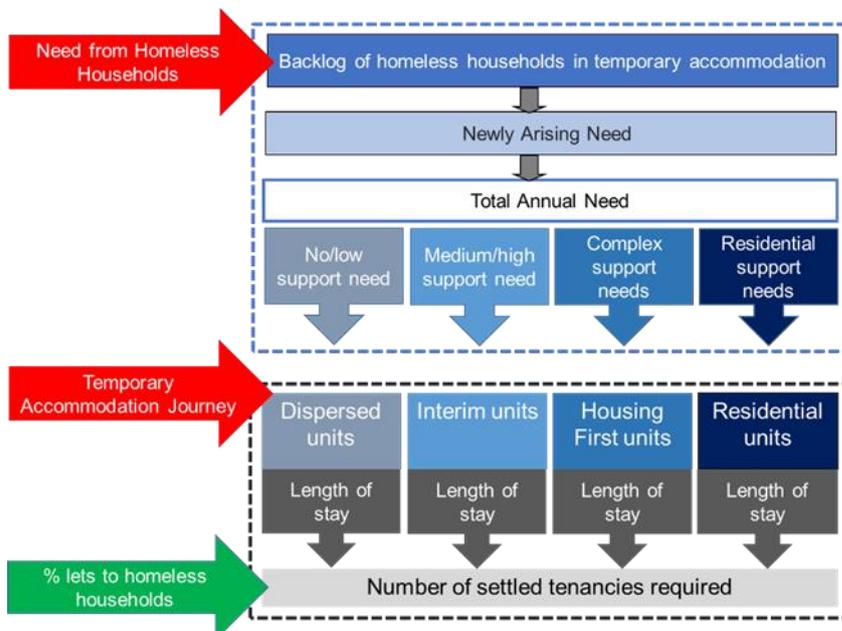
## Appendix 1

### Notes relating to WDC Temp Modelling Tool & Rapid Rehousing Transition Tool

We have prepared the Rapid Rehousing Transition Tool provided by the Scottish Government to establish the baseline of temporary accommodation in West Dunbartonshire and outline the projected position in 5 years. However, prior to starting this process West Dunbartonshire Council had already established a Temporary Accommodation Modelling exercise to inform future service provision.

The structure of the rapid rehousing modelling tool is set out as follows:

1. the annual need from homeless households is calculated (including a proportion of the backlog of households in temporary accommodation and the annual flow of households who present for assistance), profiled to reflect the support needs of the homeless population locally;
2. temporary accommodation journeys are projected as homeless households are matched to each category of provision and remain in temporary accommodation according to a target length of stay;
3. percentage of lets to homeless households are calculated based on the number of tenancies required per category to enable the target length of stay to be delivered; and
4. assessment of the complexity of support needs (and not the number of support needs), in order to match the homeless applicant to the most appropriate temporary accommodation and ensure they are supported adequately throughout their rehousing journey.



We have therefore been able to take information, not included in the Transition Tool, into consideration when preparing our Rapid Rehousing Transition Plan. Our objective is to build a 5-year projection model that will allow us to test data inputs and assumptions year on year and model changes in:

- demand from homeless households (for example, reductions in demand through prevention initiatives or increases in demand due to successfully reducing households that lose contact);
- the profile of the support needs of the homeless population, as Housing First proactively manages the needs of the most complex and disadvantaged service users;
- the number of units required in each category of temporary accommodation as target reductions in the length of stay are implemented annually; and
- the supply of social rented housing as the Strategic Housing Investment Programme is implemented (both in terms of new build development and demolitions).

## Appendix 2

### Inventory of goods to be supplied for Housing First tenancy

Inventory Items	Items		Cost	Total
<b>Lounge</b>				
Sofa	2 seater sofa - vinyl/fabric		£ 179.25	£ 179.25
Soft Chairs	Armchair		£ 155.35	£ 155.35
TV Unit	TV Unit - Rectangular, wood effect		£ 39.34	£ 39.34
Coffee Table	Coffee Table		£ 35.03	
Dining Table	Dining table and 4 chairs		£ 98.54	£ 98.54
Dining Chairs				
<b>Kitchen</b>				
Washing machine	1200rpm 6kg Washing Machine		£ 168.25	£ 168.25
Cooker	Standard Single Cavity Elec Cooker		£ 149.56	£ 149.56
Fridge Freezer	Fridge Freezer Medium		£ 162.24	£ 162.24
Iron	Steam Iron		£ 7.71	£ 7.71
Ironing Board	Metal Frame Ironing Board		£ 9.50	£ 9.50
Kettle	plastic cordless jug kettle		£ 6.51	£ 6.51
Pots	3 pot set		£ 12.94	£ 12.94
Crockery Set	4 place crockery set (inc. mugs)		£ 8.96	£ 8.96
Utensils	5 piece stainless steel utensil set		£ 7.21	£ 7.21
Basin	plastic rectangular basin		£ 1.25	£ 1.25
Bin	plastic 50l swing bin		£ 7.51	£ 7.51
cutlery	4 place cutlery set		£ 2.09	£ 2.09
vacum cleaner	Bagless upright vacumm cleaner		£ 46.27	£ 46.27
mop and bucket	mop and bucket		£ 3.12	£ 3.12
floor brush and shovel	dustpan and brush		£ 1.18	£ 1.18
	sweeping brush		£ 1.57	£ 1.57
	fireblanket			
	potato peeler/tin opener			
	tea towels - set of three		£ 0.78	£ 0.78
<b>Bathroom</b>				
Towels	cream bath towel		£ 3.59	£ 3.59
	cream hand towel		£ 1.62	£ 1.62
	toilet brush and holder		£ 0.72	£ 0.72
Wardrobe	single wardrobe		£ 101.79	£ 101.79
Chest of Drawers	3 drawer chest		£ 68.23	£ 68.23
Bedside Cabinet	bedside cabinet - 1 drawer	x2	£ 42.33	£ 84.66
Single bed	single wp bedbase	x2	£ 20.80	£ 41.60
	single wpvc mattress	x2	£ 33.80	£ 67.60
	single duvet fire retardent	x2	£ 20.44	£ 40.88
	pillow fire retardent	x2	£ 2.72	£ 5.44
	single bedding fire retardent	x2	£ 15.45	£ 30.90
lamp	table lamp	x2	£ 3.61	£ 7.22
<b>Other</b>				
lampshades	lampshade 12" neutral shade	x 5	£ 1.49	£ 7.45
	lightbulb energy efficient set of 6		£ 7.17	£ 7.17
blinds/nets	curtains fire retardent	x3 rooms	£ 32.00	£ 96.00
carpets	carpet - feltback twist (per sq meter)		£ 5.45	£ 634.21
lino	vinyl - (grip supreme) (per sq meter)		£ 5.99	£ 143.71
			<b>2bed</b>	<b>£ 2,411.92</b>

Appendix 2

# Rapid Rehousing Transition Plan 2019/24



Generated on: 30 May 2019

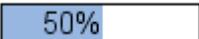
Report Layout: HEEDs PMF 2009 002 (JMCK)

Icon	Name
	1. Whole system approach to the prevention of homelessness

Icon	Name
	Year 1

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Carry out service redesign to ensure key objectives are met			31-Mar-2020	Service redesign will improve customer experience by changing existing job profiles and also increase the resources available across the service.	Complete staff and union consultation on service redesign	28-Mar-2019	Yes		Joanne Sutherland
					Complete matching process	29-Mar-2019	Yes		
Research the relationship between health & homelessness to understand risk & intervention			31-Mar-2020		Carry-out research into the relationship between health and homelessness.	30-Apr-2019	Yes	Complete - the research has been carried out at a national level and a comprehensive report into the relationship between health and homelessness has been published.	Stefan Kristmanns
					Write briefing note outlining risk of homelessness as it relates to health and the main aims of interventions should be.	31-May-2019	Yes	Complete - briefing note has been written and will be a discussion item with partners in HSCP	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Speak to partners in HSCP about relationship between health and homelessness outlining the aims of our homelessness strategy and Rapid Rehousing Transition plan and exploring opportunities for further joint working in terms of how HSCP can contribute.	31-Jul-2019	No		
Relaunch of enhanced prevention service		<input type="text" value="0%"/>	31-Mar-2020	some milestones for this action which form part of an enhanced prevention service are depending on what funding allocation is received from the SG	Review and update existing protocol in place for referral to Housing Options service from WDC arrears action.	30-Jun-2019	No		Joanne Sutherland
					Review and update existing Section 11 protocol	30-Jun-2019	No		
					Mainstream Young Persons Housing Options Service to direct young people at risk of homelessness to Housing Options service.	31-Jul-2019	No		
					Introduce a service where those applying for housing with no fixed address are proactively referred to Housing Options service.	30-Aug-2019	No		
					Introduce a more proactive prevention service aimed at tenancies at risk where landlords are taking actions to end tenancies (this milestone is dependent on funding allocation for R RTP).	31-Aug-2019	No		
					Introduce an enhance resettlement support service so that those with low needs also benefit from this service (this milestone is dependent on funding allocation for R RTP).	31-Aug-2019	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
PRS Option - launch of "Help to Rent West Dunbartonshire"			31-Mar-2020		Research best practice around Help to Rent schemes in operation around the country.	10-Apr-2019	Yes	Complete - research will inform draft Help to Rent scheme for West Dunbartonshire.	Stefan Kristmanns
					Produce and seek approval for Help to rent Scheme for West Dunbartonshire	20-Apr-2019	Yes	Complete - draft has been approved.	
					Implement and launch Help to Rent West Dunbartonshire	30-Apr-2019	Yes	Complete - new Help to rent scheme has been launched via private landlord forum and briefings provided to relevant staff. Impact will be monitored and scheme reviewed and updated as appropriate.	
Review projected increases in service demand of 5% based on historic trends (2%) and projected increase in lost contacts (3%)			31-Mar-2020		Analyse 2018/19 data and take appropriate actions aimed at reducing the number of households losing contact with the service.	30-Apr-2019	Yes	Complete - 2018/19 data has been analysed and checked to ensure that cases closed as loss of contact have been closed accurately. Have also introduced a more robust process to try and locate households at risk of losing contact with the service and either continue to pursue agreed housing option or record actual housing outcome.	Stefan Kristmanns
					Monitor data relating to Loss of Contacts quarterly throughout 2019/20 and feed this into annual update of Temp Model.	31-Mar-2020	No		

Icon	Name
LO	Year 2

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Housing options model implemented across WDC partners		<input type="text" value="0%"/>	31-Mar-2021	<p>This action should be discussed at the Housing Solutions Partnership and could include issues like;</p> <ul style="list-style-type: none"> <li>• Housing Options training for all staff via toolkit being developed by Housing Options Hubs</li> <li>• annual RRTP Contribution Statements from partners</li> <li>• identifying and spreading good practice (potential examples of real case studies to inform lessons learned and service improvements)</li> </ul>					John Kerr
Analyse current social housing letting activity within WD with a view to providing greater consistencies across all social housing providers		<input type="text" value="0%"/>	31-Mar-2021		Analyse social housing letting activity for 2018/19 and discuss performance with RSL partners in relation to annual targets that were set and identify actions to help meet these targets where not doing so.	30-Jun-2019	No		Stefan Kristmanns
					Analyse social housing letting activity for 2019/20 and discuss performance with RSL partners in relation to annual	30-Jun-2020	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					targets that were set and identify actions to help meet these targets where not doing so.				
Review projected increases in service demand of 5% based on historic trends (2%) and projected increase in lost contacts (3%)		<input type="text" value="0%"/>	31-Mar-2021		Analyse 2019/20 data and take appropriate actions aimed at reducing the number of households losing contact with the service.	30-Apr-2020	No		Stefan Kristmanns
					Monitor data relating to Loss of Contacts quarterly throughout 2020/21 and feed this into annual update of Temp Model.	31-Mar-2021	No		

Icon	Name
	Year 3

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Review projected increases in service demand of 3% projected increase in lost contacts (3%)		<input type="text" value="0%"/>	31-Mar-2022		Analyse 2020/21 data and take appropriate actions aimed at reducing the number of households losing contact with the service.	30-Apr-2021	No		Stefan Kristmanns
					Monitor data relating to Loss of Contacts quarterly throughout 2021/22 and feed this into annual update of Temp Model.	31-Mar-2022	No		
Review the projection that prevention reduces service demand by 2% per annum		<input type="text" value="0%"/>	31-Mar-2022		Review impact of prevention activities on homeless presentation and demand for temporary accommodation during 2018/19 and feed this into annual review of Temp Model.	30-Sep-2019	No		Stefan Kristmanns
					Review impact of prevention activities on homeless	30-Sep-2020	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					presentation and demand for temporary accommodation during 2019/20 and feed this into annual review of Temp Model.				
					Review impact of prevention activities on homeless presentation and demand for temporary accommodation during 2020/21 and feed this into annual review of Temp Model.	30-Sep-2021	No		

Icon	Name
	Year 4

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Review projected increases in service demand of 3% projected increase in lost contacts (3%)		<input type="text" value="0%"/>	31-Mar-2023		Analyse 2021/22 data and take appropriate actions aimed at reducing the number of households losing contact with the service.	30-Apr-2022	No		Stefan Kristmanns
					Monitor data relating to Loss of Contacts quarterly throughout 2022/23 and feed this into annual update of Temp Model.	31-Mar-2023	No		
Review the projection that prevention reduces service demand by 2% per annum		<input type="text" value="0%"/>	31-Mar-2023		Review impact of prevention activities on homeless presentation and demand for temporary accommodation during 2021/22 and feed this into annual review of Temp Model.	30-Sep-2022	No		Stefan Kristmanns

Icon	Name
	Year 5

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Review projected increases in service demand of 3% projected increase in lost contacts (3%)		<input type="text" value="0%"/>	31-Mar-2024		Analyse 2022/23 data and take appropriate actions aimed at reducing the number of households losing contact with the service.	30-Apr-2023	No		Stefan Kristmanns
					Monitor data relating to Loss of Contacts quarterly throughout 2023/24 and feed this into annual update of Temp Model.	31-Mar-2024	No		

Icon	Name
	2. To enable service users with low / no support needs to access settled housnig quickly

Icon	Name
	Year 1

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Define % annual target of allocations to homeless households to reduce length of stay by 44% in 5 years		<input type="text" value="0%"/>	31-Mar-2020		Collate and reconcile 2018/19 temp modelling data	31-May-2019	No		Stefan Kristmanns
					Carry out exercise to review and update format of temp model to make it more user friendly and accessible.	30-Jun-2019	No		
					Update Temp Model with 2018/19 data, including a review of assumptions, to define / identify % annual target of allocations required for homeless households	31-Jul-2019	No		
					Discuss and agree allocations targets with RSL partners via the Housing Solutions Partnership and get agreement that these should	31-Oct-2019	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					be included in 2020/21 Contributions Statements.				
					Confirm with RSL partners that allocations target for homeless allocations for 2020/21 match the targets outlined in the Temp Model	31-Mar-2020	No		
Build SHIP assumptions on % allocations to homeless households		<input type="text" value="0%"/>	31-Mar-2020						John Kerr
Develop the allocations policy to increase the number of homes allocated to homeless households with no or low support needs		<input type="text" value="0%"/>	31-Mar-2020		Update Temp Model with 2018/19 data, including a review of assumptions, to define / identify % annual target of allocations required for homeless households	31-Jul-2019	No		Stefan Kristmanns
					Discuss and agree allocations targets with WDC Housing Operations and get agreement that these should be included in 2020/21 Contributions Statements (i.e. drive the 2020/21 lettings targets).	31-Oct-2019	No		
					Confirm with WDC Housing Operations that allocations target for homeless allocations for 2020/21 match the targets outlined in the Temp Model	31-Mar-2020	No		
Negotiate agreement with RSL's on how to eliminate the backlog of homeless households awaiting settled		<input type="text" value="0%"/>	31-Mar-2020		Produce briefing paper for the Housing Solutions Partnership outlining scale of backlog based on updated Temp Model and make proposals on how this should be tackled.	31-May-2019	No		Stefan Kristmanns
					Feed agreed actions to tackle backlog into Temp Model so	06-Jun-2019	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
accommodation					that this issue is addressed via the wider lettings targets for homeless households.				

Icon	Name
	Year 2

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Reduce the length of stay in temporary accommodation for those with no or low support needs by 3 weeks by incrementally increasing the % allocation to homeless households		<input type="text" value="0%"/>	31-Mar-2021		Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q1 - monitor and report via Section 5 liaison meeting and agree further actions as required.	15-Aug-2020	No		Joanne Sutherland
					Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q2 - monitor and report via Section 5 liaison meeting and agree further actions as required.	30-Nov-2020	No		
					Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q3 - monitor and report via Section 5 liaison meeting and agree further actions as required.	15-Feb-2021	No		
Baseline assumption: length of stay in dispersed accommodation: 20 weeks		<input type="text" value="0%"/>	31-Mar-2021		Assess whether operational activity has reduced the length of stay in temporary accommodation for those with no or low support needs by 3 weeks and what further actions may be necessary or	31-Mar-2021	No		Stefan Kristmanns

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					if there are implications for assumptions in Temp Model.				

Icon	Name
	Year 3

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Reduce the length of stay in temporary accommodation for those with no or low support needs by a further 3 weeks by incrementally increasing the % allocation to homeless households		<input type="text" value="0%"/>	31-Mar-2022		Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q1 - monitor and report via Section 5 liaison meeting and agree further actions as required	15-Aug-2021	No		Joanne Sutherland
					Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q2 - monitor and report via Section 5 liaison meeting and agree further actions as required	15-Nov-2021	No		
					Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q3 - monitor and report via Section 5 liaison meeting and agree further actions as required	15-Feb-2022	No		
Baseline assumption: length of stay in dispersed accommodation: 17 weeks		<input type="text" value="0%"/>	31-Mar-2022		Assess whether operational activity has reduced the length of stay in temporary accommodation for those with no or low support needs by 3 weeks and what further actions may be necessary or if there are implications for	31-Mar-2022	No		Stefan Kristmanns

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					assumptions in Temp Model.				

Icon	Name
	Year 4

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Reduce the length of stay in temporary accommodation for those with no or low support needs by 2 weeks by incrementally increasing the % allocation to homeless households		<input type="text" value="0%"/>	31-Mar-2023		Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q1 - monitor and report via Section 5 liaison meeting and agree further actions as required	15-Aug-2022	No		Joanne Sutherland
					Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q2 - monitor and report via Section 5 liaison meeting and agree further actions as required	15-Nov-2022	No		
					Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q3 - monitor and report via Section 5 liaison meeting and agree further actions as required	15-Feb-2023	No		
Baseline assumption: length of stay in dispersed accommodation: 15 weeks		<input type="text" value="0%"/>	31-Mar-2023		Assess whether operational activity has reduced the length of stay in temporary accommodation for those with no or low support needs by 2 weeks and what further actions may be necessary or if there are implications for assumptions in Temp Model.	31-Mar-2023	No		Stefan Kristmanns

Icon	Name
	Year 5

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Reduce the length of stay in temporary accommodation for those with no or low support needs by a further 2 weeks by incrementally increasing the % allocation to homeless households		<input type="text" value="0%"/>	31-Mar-2024		Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q1 - monitor and report via Section 5 liaison meeting and agree further actions as required	15-Aug-2023	No		Joanne Sutherland
					Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q2 - monitor and report via Section 5 liaison meeting and agree further actions as required	15-Nov-2023	No		
					Take operational actions to ensure that lettings target for allocations to homeless households is achieved in Q3 - monitor and report via Section 5 liaison meeting and agree further actions as required	15-Feb-2024	No		
Baseline assumption: length of stay in dispersed accommodation: 13 weeks		<input type="text" value="0%"/>	31-Mar-2024		Assess whether operational activity has reduced the length of stay in temporary accommodation for those with no or low support needs by 2 weeks and what further actions may be necessary or if there are implications for assumptions in Temp Model.	31-Mar-2024	No		Stefan Kristmanns

Icon	Name
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Icon	Name
	3. To develop interim housing options which enable independent living and housing sustainment

Icon	Name
	Year 1

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Develop a Supported Accommodation Service		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2020	The ability to develop the Supported Accommodation Service to meet the need in current Temp Model will be determined by funding allocated by SG for our RRTP.	Carry out service redesign	15-Apr-2019	Yes	Complete - new service in place from April 2019	Joanne Sutherland
					Establish and implement operational procedures to identify household needs; *consistent assessment of support needs and Accommodation Pathway * monitor as appropriate	31-May-2019	No		
Create defined Pathways for the following groups: Prison Leavers, Leaving Care, Armed Forces, Hospital Discharge, Domestic Abuse, LGBT+, Autism		<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px; width: 0%;"></div></div> 0%	31-Mar-2020	need to discuss this action - should this include prevention work or just focus on Accommodation Pathways for those presenting as homeless? action could consist of developing protocols which try and prevent but then provide a consistent accommodation option when a homeless presentation is made or just ensuring the latter	Put in place measures to ensure that all groups mentioned are adequately and properly identified.	31-May-2019	No		Stefan Kristmanns
					Implement the "No Home for Domestic Abuse" approach to ensure victims are supported to pursue the most appropriate housing option.	28-Feb-2020	No		
					Develop a Prison Leavers Protocol in line with the SHORE standards.	31-Mar-2020	No		
					Develop processes to ensure that those from LGBT+ communities are provided with the most appropriate and sustainable Accommodation and Support Pathway.	31-Mar-2020	No		
					Establish processes to ensure	31-Mar-	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					those leaving the armed forces are provided with secure tenancies promptly and not routinely provided with temporary homeless accommodation.	2020			
					Monitor the impact of the Leaving Care Housing Protocol and review and update as appropriate.	31-Mar-2020	No		
					Review and update hospital discharge protocol.	31-Mar-2020	No		
					Work with HSCP to processes to ensure that those with autism are provided with the most appropriate and sustainable Accommodation and Support Pathway.	31-Mar-2020	No		
Provide ongoing support to Pathway groups		<input type="text" value="0%"/>	31-Mar-2020		Following funding allocation from SG develop processes and procedures to deliver Resettlement Support Service which includes appropriate handover to housing officer when Housing Support case is closed.	31-May-2019	No		Joanne Sutherland
Develop Conversion Programme		<input type="text" value="0%"/>	31-Mar-2020	The scope of this action will be determined by SG funding for our RRTP	Confirm funding that is available for Conversion Programme for 2019/20.	31-May-2019	No		Joanne Sutherland
					Develop and implement Conversion Programme for 2019/20	31-Mar-2020	No		
Provide Refuge Accommodation		<input type="text" value="0%"/>	31-Mar-2020		Ensure reasons for presenting as homeless are recorded and discussed in detail when Accommodation and Support Pathway is being agreed and that appropriate hostel accommodation is provided where appropriate.	30-Sep-2019	No		Joanne Sutherland

Icon	Name
	Year 2

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Contribute to Research into Youth Homelessness		<input type="text" value="0%"/>	31-Mar-2021		Work with key partners led by Action for Children to develop and contribute to research into Youth Homelessness.	31-Mar-2020	No		Joanne Sutherland
					Implement any agreed actions developed from research project into Youth Homelessness.	31-Mar-2021	No		
Develop targeted Youth Homelessness Service		<input type="text" value="0%"/>	31-Mar-2021		Carry out an assessment around the success of the pilot Young Persons Housing Options Service	31-May-2019	No		Joanne Sutherland
					Based on outcome of assessment of pilot, take appropriate actions to mainstream this service across West Dunbartonshire.	30-Jun-2019	No		
					Ensure triggers are in place which direct young people at risk of homelessness to the Youth Homelessness Service.	31-Jul-2019	No		
					Continue to monitor youth homelessness levels across West Dunbartonshire and identify further actions where appropriate.	31-Mar-2021	No		
Review the use of Hostel Accommodation		<input type="text" value="0%"/>	31-Mar-2021		Make recommendations for future need of hostel accommodation.	31-Oct-2019	No		John Kerr
					Monitor use and length of stay in hostel accommodation	31-Mar-2020	No		
					Review support needs/ levels of clients using hostel	31-Mar-2020	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					accommodation to ensure this is appropriate accommodation.				
Implement Conversion Programme		<input type="text" value="0%"/>	31-Mar-2021	Scope of conversion programme will be determined by funding provided by SG for our RRTP	Confirm funding that is available for Conversion Programme for 2020/21.	31-May-2020	No		Joanne Sutherland
					Develop and implement Conversion Programme for 2020/21	31-Mar-2021	No		

Icon	Name
	Year 3

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Ongoing Review including review of hostel provision		<input type="text" value="0%"/>	31-Mar-2022						John Kerr
Review and continue Conversion Programme		<input type="text" value="0%"/>	31-Mar-2022		Confirm funding that is available for Conversion Programme for 2021/22.	31-May-2021	No		Joanne Sutherland
					Develop and implement Conversion Programme for 2021/22.	31-Mar-2022	No		

Icon	Name
	Year 4, 5

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Extend use of Supported Tenancies (based on updated temp model)		<input type="text" value="0%"/>	31-Mar-2024	Ability to fully deliver this action will be dependent on demand and on resources available following funding allocation	Review demand for supported tenancies and engagement with support services in 2022/23 and extend use of Supported Tenancies as appropriate.	31-Mar-2023	No		Stefan Kristmanns

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
				from the SG for our RRTP	Review demand for supported tenancies and engagement with support services in 2023/24 and extend use of Supported Tenancies as appropriate.	31-Mar-2024	No		
Minimise use of and time spent in Temporary Accommodation		<input type="text" value="0%"/>	31-Mar-2024						Joanne Sutherland
Review and continue Conversion Programme		<input type="text" value="0%"/>	31-Mar-2024	Scope of conversion programme will be determined by funding provided by SG for our RRTP	Confirm funding that is available for Conversion Programme for 2022/23.	31-May-2022	No		Joanne Sutherland
					Develop and implement Conversion Programme for 2022/23.	31-Mar-2023	No		
					Confirm funding that is available for Conversion Programme for 2023/24.	31-May-2023	No		
					Develop and implement Conversion Programme for 2023/24.	31-Mar-2024	No		

Icon	Name
	4. To implement a Housing First model which enables the most excluded service users to achieve housing sustainment

Icon	Name
	Year 1

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Develop and extend Housing First to 15 service users		<input type="text" value="33%"/>	31-Mar-2020	Ability to fully deliver this action will be dependent on demand and resources available following funding allocation	Develop criteria to identify potential Housing First clients.	30-Apr-2019	Yes	Complete - criteria for clients for Housing First West Dunbartonshire has been agreed, outlined in a discussion paper	Joanne Sutherland

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
				from SG for our RRTP				and shared with key partners.	
					Set up responsible group/persons to agree candidates going forward.	31-May-2019	No	plan is to establish a Housing First operational group including key partners to fully support Housing First service	
					Monitor and track at a strategic level the success of Housing First West Dunbartonshire.	31-Mar-2020	No	plan is to establish a Housing First Advisory Board which will meet quarterly and a Housing First service tracker	
Recruit a dedicated Housing First Support Team		<input type="text" value="0%"/>	31-Mar-2020	The scope of this action will be determined by funding allocated by the Scottish Government for our RRTP	Re-assess modelling in terms of scope of Housing First service following funding allocation from SG	30-Jun-2019	No		Joanne Sutherland
					Recruit Housing First Support Team	31-Aug-2019	No		
					Implement fully resourced Housing First initiative.	01-Oct-2019	No		
Build wrap around support services through multi-agency working		<input type="text" value="0%"/>	31-Mar-2020	Ability to fully deliver this action will be dependent on demand and resources available following funding allocation from SG for our RRTP	Address any issues highlighted via Advisory Board in order to improve multi agency working and ensure the delivery of effective wrap around support services to all Housing First clients.	31-Mar-2020	No		John Kerr
					Ensure all Housing First cases have agreed client led Support Plan in place, with key partners engaging with mutual clients based on Housing First principles - monitor via Housing First Advisory Board	31-Mar-2020	No		

Icon	Name
	Year 2, 3

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Further extend Housing First to 22 service users in Year 2 and 28 service users in Year 3.		<input type="text" value="0%"/>	31-Mar-2022	Ability to fully deliver this action will be dependent on demand and resources available following funding allocation from SG for our RRTP	Monitor how many clients accessed service in year during Year 2	30-Jun-2020	No		Stefan Kristmanns
					Review Housing First criteria to ensure service users are accessing the service as appropriate at end of Year 2	30-Jun-2020	No		
					Review targets / modelling based on uptake of current service.	30-Jun-2020	No		
					Monitor how many clients accessed service in year during Year 3	30-Jun-2021	No		
					Review Housing First criteria to ensure service users are accessing the service as appropriate at end of Year 3	30-Jun-2021	No		
					Review targets / modelling based on uptake of current service.	30-Jun-2021	No		

Icon	Name
	Year 4

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Further extend Housing First to 35 new service users		<input type="text" value="0%"/>	31-Mar-2023	Ability to fully deliver this action will be dependent on demand and resources available following funding allocation from SG for our RRTP	Monitor how many clients accessed service in year during Year 4	30-Jun-2022	No		Stefan Kristmanns
					Review Housing First criteria to ensure service users are accessing the service as appropriate at end of Year 4	30-Jun-2022	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Review targets / modelling based on uptake of current service.	30-Jun-2022	No		
Evidence impact of preventative investment in Housing First		<input type="text" value="0%"/>	31-Mar-2023						John Kerr
Work with HSCP & Community Planning Partners to build funding mechanism		<input type="text" value="0%"/>	31-Mar-2023						John Kerr

Icon	Name
	Year 5

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Mainstream funding framework for Housing First via the LHS and Strategic Commissioning Plan		<input type="text" value="0%"/>	31-Mar-2024						John Kerr
Further extend Housing First to 36 new service users		<input type="text" value="0%"/>	31-Mar-2024	Ability to fully deliver this action will be dependent on demand and resources available following funding allocation from SG for our RRTP	Review Housing First criteria to ensure service users are accessing the service as appropriate at end of Year 4		No		Stefan Kristmanns