



East Cambridgeshire District Council

Homelessness Strategy and Action Plan 2008 – 2011

Housing Advice • Homelessness Prevention • Action On Homelessness

Contents

	Page Number
Introduction	3
The Department	4
What the housing advice and homelessness department does	5
Advice and help which the Council can offer	6
Links to other strategies	7
Current performance	9
Budgets and funding for major items of homelessness expenditure	13
Performance Indicators and Targets	16
What we have done since the last homelessness strategy in 2003	20
Homelessness strategy action plan 2008-2011	23
Appendix 1 Consultation on this strategy	29
Appendix 2 Glossary of Terms and acronyms	30

1.0 Introduction

- 1.1 East Cambridgeshire District Council has made fundamental changes to its homelessness and housing advice service since its last homelessness strategy was published in 2003.
- 1.2 Following on from the actions in the 2003-2008 strategy and in response to changing need, consultation with partners and advice from the Department of Communities and Local Government, the Council has changed the culture and working practices and procedures within the department. The emphasis is now on proactive work to prevent people from becoming homeless by focusing on early flexible intervention, housing advice and mediation, and less on taking homelessness applications and crisis management. In order to support this the Council has now established an additional new post within the team to deal exclusively with homelessness prevention.
- 1.3 The Homelessness Act 2002 placed a new duty on local authorities to review the extent of homelessness in their district and to produce a strategy that will fulfill the following aims:
- To prevent homelessness
 - To ensure that there is sufficient accommodation available for people who are, or who may become, homeless
 - To ensure there is satisfactory support for people who are, or who may become, homeless, or who need support to prevent them from becoming homeless again.
- 1.4 This document is a completely revised homelessness strategy, providing an updated account of the demands on the Council, an account of progress against the 2003 strategy action plan and subsequent housing service plan targets and setting out the direction for the further work and development of the service for the next three years. It has been produced in consultation with staff, external partners, voluntary agencies and service users (Appendix 1).
- 1.5 The document and the action plan will be updated annually in June and completely revised again in 2011.

2.0 The Department

<p>Jane Hollingworth Head of Housing 01353 665555 jane.hollingworth@eastcambs.gov.uk</p>	<p>Strategic housing, liaison with CLG, the Housing Corporation, sub-regional bodies and other local authorities, benchmarking. Responsible for partnerships and joint initiatives with other organisations including the role of Sanctuary Hereward in managing the allocations policy and temporary accommodation. Also responsible for the enabling role, developing new affordable housing in the district, and Supporting People.</p>
<p>Susan Hinawski Senior Housing Advisor 01353 665555 susan.hinawski@eastcambs.gov.uk</p>	<p>Strategic direction, leadership and management of the work of the housing advice and homelessness prevention officers. Dealing with MAPPA, MARAC, POPO, ASBO and other partnerships and sub-regional initiatives relating to homelessness, statistical returns to government and other bodies</p>
<p>Marion Freeman-Smith Homelessness Prevention Officer 01353 665555 marion.freeman-smith@eastcambs.gov.uk</p>	<p>Prevention of homelessness and general housing advice, specialising in dealing with young people, family mediation and youth education on homelessness and specialist in domestic violence and assisting people who are fleeing violence</p>
<p>Natasha Phillips Homelessness Prevention officer 01353 665555 Natasha.Phillips@eastcambs.gov.uk</p>	<p>Prevention of homelessness and general housing advice, specialising in dealing with people who have drug and/or alcohol misuse problems and assisting people with mental health problems.</p>
<p>Amy Towell Housing Advisor 01353 665555 Amy.Griffiths@eastcambs.gov.uk</p>	<p>Dealing with homelessness applications, full investigation of homelessness claims, general housing and tenancy advice and specialising in immigration matters and the housing rights of foreign nationals</p>

3.0 What The Housing Advice and Homelessness Department Does

3.1 The *Housing Act 1996*, *Homelessness Act 2002*, *Homeless (priority need for accommodation) (England) order 2002* and the *CLG Homelessness Code of Guidance 2005/6 edition* impose duties on local authorities towards people who are homeless or who are threatened with homelessness, The authority is required to carry out investigations to determine whether a duty is owed to any homeless person. These investigations can sometimes be extensive and time-consuming. They need to determine whether a person, or family is:-

- Eligible for recourse to public funds
- Actually homeless
- In a priority need group
- Not intentionally homeless
- Has a local connection to the area

3.2 If the authority thinks that a person approaching the authority may fulfill these criteria then certain duties are owed. These may range from a duty to provide only advice and assistance to a full duty to find permanent accommodation. While investigations are under way people are sometimes placed in temporary accommodation, usually a hostel or bed and breakfast accommodation. Where there is a duty to accommodate this is discharged through agreements with Registered Social Landlords (Housing Associations)

3.3 If duties are not owed, or if people are not yet homeless, or where a potential case of homelessness can be avoided, the authority may have other duties or no duty at all. East Cambridgeshire District Council will work to prevent as many cases of homelessness as possible. Actions to do this vary widely from case to case and may include:-

- Mediation with landlords or families
- Provision of a rent deposit or rent deposit bond
- Debt advice or resolving housing benefit problems
- Resolving rent arrears
- Sanctuary scheme measures for domestic violence
- Provision of crisis intervention support to keep someone in their existing tenancy
- Assisting ex-offenders
- Action against illegal eviction and/or harassment
- Liaison and cooperation with hospitals, prisons, community safety partnerships, MAPPAs, lettings agencies, Citizens Advice Bureaux and many other agencies
- Provision of a review process for appeals against homelessness decisions
- Advice to both landlords and tenants
- Referral to floating support
- Referral to young peoples' floating support

3.4 The Housing Aid and Advice Department deals with between 1500 and 2000 enquiries a year. Many of these are routine enquiries about tenants and landlords' rights and responsibilities, or about the different options available to home seekers in the district. However, around 200 homeless applications (with all the associated investigation work) are dealt with every year, and the number of cases in which homelessness is prevented has been growing steadily.

4.0 Advice and help which the Council can offer

- Housing opportunities within the district including the private rented sector and the housing allocation scheme
- How to use the Home-link Choice-Based Lettings scheme
- Details of housing associations within the district that accept direct applications
- Assistance to find landlords and letting agents in the area which accept people on housing benefit
- Location and sources of appropriate accommodation
- Rights to welfare benefits
- Ways to maximise income and maximise benefits
- Advocacy with housing benefit
- Appropriateness and affordability of current rent levels
- Rent deposit and guarantee scheme
- Availability of the weekly property pages
- Availability of a telephone to make appointments to view property
- Provision of internet service to assist people to identify accommodation
- How to manage a budget
- Where to obtain inexpensive household furniture
- Where to obtain specialist support (e.g. drug and alcohol services, bereavement counselling, debt advice)
- Tenants' rights and rights of occupation
- What to do about illegal harassment and eviction
- Grants available for repairs or adaptations
- Mediation with landlords, tenants, families
- Specialist help for people fleeing violence and/or harassment
- Provide translators or translated information
- Refer to floating support for help to manage a tenancy
- Refer to young people's floating support
- Home visits
- Referral to environmental health
- Referral to East Cambridgeshire Care and Repair

4. 1 Independent housing advice is provided by the Citizens Advice Bureau, by a specialist Shelter worker linked to Ely Citizens Advice Bureau and by local solicitors. These agencies met with the housing advice team in early 2006 to discuss and agree protocols for referrals and information sharing. The Citizens Advice Bureaux are supported by an annual grant from the Council. Citizens Advice Bureaux in Ely and Newmarket in particular deliver substantial services to people who are at risk of homelessness. Debt counselling, representation at court, advocacy with landlords and negotiation on rent deposits are undertaken

and people can be referred to the Citizens Advice Bureaux by appointment through the housing advice service.

5.0 Links to other strategies

5.1 The Council's Corporate Objectives are contained within the overall vision, which is to work for the wellbeing of the community, with partners, to plan and deliver high quality, customer centred services. The objectives are:

- **High Quality Service** - To champion accessible public services to protect and enhance a high quality of life for all residents and ensuring effective and efficient use of resources.
- **Partnership** - To work with our partners to deliver continuous improvement through effective challenge and learning and achieve the development of an informed, involved and united community.
- **Sustainable Growth** - As one of the fastest growing districts in the country, we aim to stimulate and properly manage the social, economic and environmental impact of growth to meet the needs and aspirations of the whole community.

5.2 Actions and priorities from this strategy and from other housing related strategies are closely linked to the action plans for other Council strategies, including:-

- **East Cambridgeshire Sustainable Community Strategy**, which seeks to co-ordinate the strategies and objectives of voluntary, community and public sector organisations operating in the district. It was produced by the *East Cambridgeshire Local Strategic Partnership*, which consists of representatives from various groups.
- **Cambridgeshire Local Area Agreement (LAA)**, which is an agreement between all the local authorities in Cambridgeshire. It has a number of aims and associated targets for improved performance in a wide range of areas of policy and details how the council will work in partnership with other local authorities to meet the challenge of a growing population
- **East Cambridgeshire Community Safety Strategy**, which aims to deliver an improved quality of life for the citizens of East Cambridgeshire, by reducing crime and the fear of crime and reinforcing the good community safety work already taking place.
- **Health Improvement Strategy**, which aims to work in partnership with the community to address the health needs of the most disadvantaged and to tackle the root causes of health inequalities in East Cambridgeshire, one of which may be poor housing conditions
- **East Cambridgeshire Youth Strategy**, which among many other things aims to ensure that the needs of young people are included in the

strategies, actions plans and development plans of everybody concerned with providing housing and helping homeless people in the district.

- **Cambridgeshire Supporting People (SP) Strategy**, which manages the funding available for the provision of support for homeless people and people who have problems which relate to or impact on their ability to maintain a successful tenancy. East Cambridgeshire still lacks many SP funded specialist services. There is no domestic violence refuge in the district, drug and alcohol services are very limited and are based in Cambridge City and there have been cutbacks in funding for mental health services
- **Housing Strategy for the Cambridge Sub-Region**, produced by the eight councils that comprise the Cambridge sub-region (to be reviewed in 2007/8), and incorporating a joint Homelessness Strategic action plan in 2008, to run for the same period of time as this strategy
- **East of England regional homelessness action plan**, produced in 2006 by the regional assembly. It reviewed homelessness services across the county and assessed how each service met its strategic objectives. Recommendations from this have been incorporated in this homelessness strategy.
- **Government targets**. The department of Communities and Local Government has targets for local authorities to develop more affordable housing, to reduce the numbers of people in temporary accommodation, especially children and young people (16/17 year olds) in temporary accommodation, and to eliminate the use of bed and breakfast accommodation for homeless families.

6.0 Current Performance

6.1 Housing advice enquiries

- 6.2 In addition to day-to-day telephone calls, simple routine enquiries and homeless applications the department deals with over 350 new advice cases each year. The range of advice given is wide but the most common themes are relationship breakdown, debt and/or housing benefit problems and people who have been given notice on a private rental and failed to find another suitable property.

Table 1 - Main reasons that people (who were not accepted as homeless) sought Housing advice

	2005/6	2006/7	2007/8
Seeking accommodation (usually because of the end of an assured shorthold tenancy (AST))	80	77	220
Relationship breakdown	47	23	114
Housing benefit/debt problems	9	10	57
Health reasons	3	4	38
Notice to quit served on Assured Shorthold Tenancy	11	26	30
Fleeing violence or harassment	14	10	31
Rent or mortgage arrears	10	11	31
Disrepair of existing property	19	9	25

6.3 Conducting options interviews

This new service is being developed within the housing advice team and is now the first option for people who approach the team. Options interviews may last from 30 minutes to one hour during which a full assessment of the circumstances of each individual is taken and a full range of possible options is discussed. There is a new standard form for this which is the same form used should the interview develop into a homelessness application, so that all the records for each applicant are now on one form. Training is frequently updated and there is close supervision within the small team, ensuring a consistent service.

6.4 Rent deposit scheme

The current East Cambridgeshire rent deposit scheme commenced in July 2004. The scheme is run on behalf of the council by King Street Housing Society and provides deposit bonds and occasionally cash deposits to enable people with little in savings or capital and who are likely to become homeless to obtain a private sector tenancy.

- 6.5 Deposits are returnable and can be recycled into the scheme. Until 2007/8 they were returned at the end of tenancies but since April 2007 a new recycling model has been developed which requires tenants to agree a repayment amount over the first one or two years and to pay in instalments. Instalments are agreed by King Street Housing Society in discussions which incorporate debt, money and budgeting advice.

- 6.6 Since the scheme's inception (to March 2008), 454 families have been nominated to the scheme and 136 families have been placed in tenancies using this scheme. Expenditure has exceeded the budget available and for 2007/8 and 2008/9 deposits are now restricted to people who would otherwise be owed the full housing duty in the homelessness legislation. It is hoped that as funds continue to recycle back into the scheme this can be extended to other non-priority groups.
- 6.7 The scheme is entirely funded from the grant which the Council receives from central government to prevent homelessness (section 93 grant). East Cambridgeshire receives £32,000 per annum of which £7,500 per annum is paid to King Street Housing Society as a management fee. The current deficit is carried forward and will be covered as the recycled funding continues to increase.

Table 2 Rent Deposit Scheme Amounts Paid in £

	2005/6	2006/7	2007/8
Total New Fund Deposits In £	27145	40538	61812
Funds Recycled Into Scheme in £	1539	3177	10681
Total Deposits Paid in £	28684	43715	72493
Number Of Families Housed	32	36	68
Mean Cost Per Family	896	1214	1066

- 6.8 All 68 of the families housed through this scheme in 2007/8 were people in "priority need" groups as defined in the legislation (see page 5). Had this scheme not solved their housing problems there may have been further cost to the council in taking and investigating homelessness applications and possible liability to provide temporary accommodation while cases are investigated and then pending an offer of suitable permanent accommodation.

6.9 Lack of budget for other prevention options

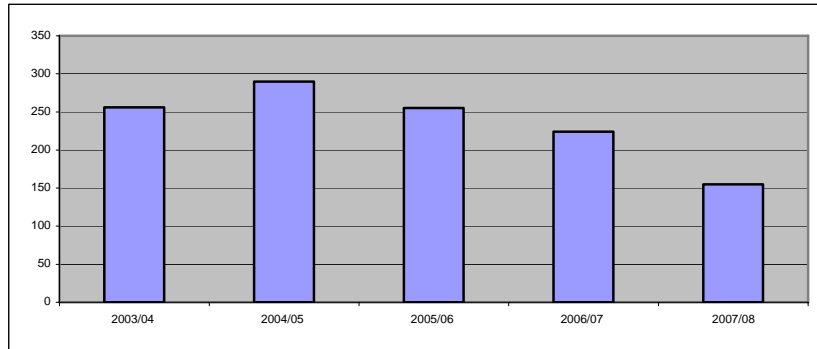
The council has very little funding available for other prevention options, and funding is being sought both from internal sources and from central government to enable homelessness prevention officers to take rapid action to preserve tenancies in certain circumstances, for example by providing loans to pay rent arrears, and to train council staff in mediation to improve the existing service which aims to keep people in their existing home wherever this is reasonably possible.

6.10 Homelessness applications

When the council believes that someone is eligible, homeless, and in priority need a homelessness application is taken and the case is thoroughly investigated. The number of homeless applications taken has fallen markedly since the change to a focus on homelessness prevention

Table 3 Homelessness applications determined 2003 to 2007

2003/04	2004/05	2005/06	2006/07	2007/08
256	290	255	224	166



6.11 The Number of applications where a decision has been reached to accept a duty to rehouse the household has also fallen markedly since the introduction of the new homelessness prevention officer post.

Table 4: Homeless applicants accepted as eligible, homeless, in priority need and not intentionally homeless, 2003 to 2007

2003/04	2004/05	2005/06	2006/07	2007/08
190	202	151	164	94

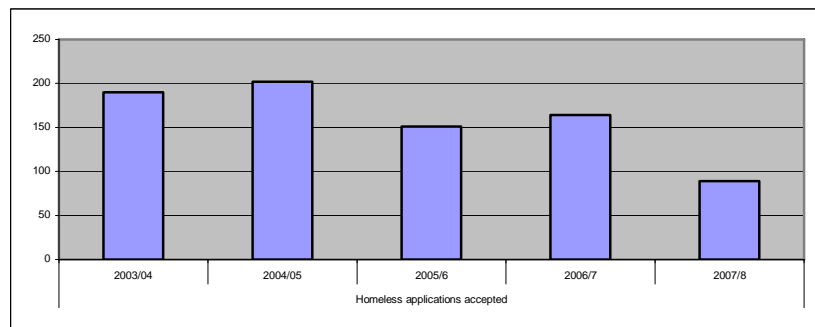


Table 5: Falls in benchmarking indicators

	2002/3	2003/4	2004/5	2005/6	2006/7	2007/8
Accepted as % of no of decisions	81%	80%	77%	61%	68%	57%
Acceptances per 1000 population	4.8	5.8	6.0	4.3	4.8	2.7

6.12 Councils benchmark against each other to identify differences, potential problems and areas of good practice (see tables xx for more information). Compared with other councils East Cambridgeshire was not performing well in the number of homeless acceptances per 1000 population, which reached a peak in 2004/5. Performance in this area has improved markedly since the switch

in emphasis from crisis management to homelessness prevention and this has been reflected in a change in the balance of staff, with the establishment of an additional post of homelessness prevention officer. The extra staff post has provided the resource to deal with a housing problem before it reaches crisis point and before accommodation has already been lost, and has also enabled the homelessness officer to carry out more thorough investigations of those cases where an application has been taken, leading to better quality decision making. The team now has two officers working full time in homelessness prevention and only one working with homeless applications and investigation and assessment of these applications.

- 6.13 Table 6 clearly shows the need to work with parents and young people to prevent young people from becoming homeless and to provide a wider range of options for those young people who do become homeless. It also highlights the significance of the levels of domestic violence in contributing to homelessness and of the ending of assured shorthold tenancies, which can be ended on notice by a landlord with no requirement to give a reason for ending the tenancy.

Table 6: Main reasons for homeless acceptances in 2007/8

Parents no longer willing to accommodate	22
Other relatives or friends no longer willing to accommodate	15
Termination of assured shorthold tenancy	14
Other reason (a variety)	14
Violence involving partner / spouse	13
Other violence and harassment	3
Rent arrears	1

6.14 Homelessness prevention

Since the beginning of 2005/6 the council has recorded the number of cases where homelessness has been prevented for a period of 6 months or more through direct work carried out by our homelessness prevention officers. This is reported to the government quarterly as a best value performance indicator BVPI 213. East Cambridgeshire is benchmarking its performance against a benchmarking group of similar authorities and against the rest of the Cambridge sub-region and is working towards top quartile performance in all of its performance indicators

Table 7: Number of cases where homelessness has been prevented (BVPI 213)

Year	2005/6	2006/7	2007/8
Homelessness presentations resolved by Local authority action	0	2	12
Total cases where homelessness prevented	2	51	83
Cases resolved per 1000 households	0.06	1.59	2.59
Resolved cases as % of households (BVPI 213)	0.01	0.16%	0.26%

6.15 The change in focus and the concentration of work in homelessness prevention has had significant results including:-

- Increased engagement of specialist agencies offering advice and advocacy services
- Improved partnership working, including improved relationships with private landlords and lettings agents in the district
- Improved job satisfaction and development of specialist skills within the team
- A reduction of use of bed and breakfast accommodation, reducing the council's expenditure

6.16 Examples of successful prevention work undertaken:-

- Prevention of Illegal eviction
- Discretionary Housing Payments, arranged with Housing Benefit
- Mediation with teenagers and their families
- Rent deposits
- Money advice
- Pre-eviction repayment arrangements
- Liaison with multiple services and agencies about possession actions
- Putting in place an early warning system by the Sanctuary Hereward rents team about pending evictions

6.17 Rough Sleepers

The Council has not carried out a street count of rough sleepers. However, the numbers of people sleeping rough in Ely are being monitored, and the Principal Housing Officer has met several times with officials of the Cathedral, the Lighthouse and the Catholic churches in Ely to discuss this matter. The highest number of rough sleepers (sleeping rough for more than one night) in Ely at any one time during the last three years has been 3 individuals, all of whom were known to council officials and two of whom had come to Ely from another part of Cambridgeshire. The Principal Housing Officer is also aware that a number of migrant workers sleep rough in Ely, usually for a single night on their way to tied accommodation or hostels run by an employer, and is monitoring this. Several of the local churches will help rough sleepers with food, clothing and rail warrants to return home, where appropriate.

6.18 Budgets and funding for major items of homelessness expenditure

Costs for the homelessness service have decreased steadily since the bed and breakfast crisis point in 2005. The extra staff expenditure has been covered by reduced expenditure on bed and breakfast and hostel rooms and the use of expensive temporary accommodation has been successfully contained as the homelessness prevention service has developed and improved.

Table 8: Costs of the major budget items in the homelessness service

	2005/6		2006/7		2007/8	
	Budget	Spend	Budget	Spend	Budget	Spend
Salary/staff costs	85000	76000	91000	89000	132000	127000
Hotel Rooms	43000	97000	38000	30000	34000	31000
Hostel Management	3000	4000	3000	5000	0	0
Hostel Occupation charges	48000	58000	78000	80000	26000	26000
Domestic Violence Sanctuary scheme	0	0	0	6000	3000	6000
Totals	179000	235000	210000	210000	195000	190000

6.19 The Rent Deposit Scheme is accounted for separately because a significant proportion of this funding is recyclable (see page 9). In 2007/8 the cost was met from recycled funds (shown in table 9), the grant of £32,000 from the homelessness directorate and a saving of £25,000 which was made on the cost of hostel accommodation. The scheme is currently carrying forward a deficit but the amount of funding recycled into the scheme is increasing and is expected to exceed £25,000 in 2008/9.

Table 9: Cost of the rent deposit scheme

	2005/6		2006/7		2007/8	
	Budget	Spend	Budget	Spend	Budget	Spend
Management fee	7,500	7,500	7,500	7,500	7,500	7,500
Expenditure	25,866	29,808	13,500	30,000	45,000	70,000
Less Recycled funds		-1,539		-3,177		-10,681
Net Cost		35,769		34,323		66,819

6.20 The high level of expenditure in the year 2007/8 was on priority groups who might otherwise have needed a full homelessness application with all its associated investigation time. Alternatives for these groups could involve using temporary accommodation, including bed and breakfast accommodation, which costs a minimum of £50 per day per room. The rent deposit scheme is therefore better value for money, as the deposit is recyclable in the long term and homeless people are helped directly into decent and suitable accommodation in the private sector. However, the expenditure on priority groups in the rent deposit scheme is an indication that the underlying problem of homelessness, and of the numbers of people presenting to the council as potentially homeless is not improving. Only our methods of dealing with the problem when it has arisen have improved.

Table 10: Increasing underlying numbers of people in housing crisis

	2005/6	2006/7	2007/8
Accepted as homeless	151	164	93
Housed by rent deposit scheme	32	36	68
Housed in privately leased property obtained by ECDC		2	5
Other Housing advice provided to potentially homeless people	305	198	351
Total	488	400	516

6.21 Staffing the Service

The homelessness service has been restructured. Job descriptions for housing advisors were revised in 2005, and the agreement of funding for the new homelessness prevention worker provided an opportunity to revisit the distribution of tasks within the team to enable a move towards a housing options approach and a focus on homelessness prevention, and less on processing homelessness applications. This has freed up some of the time of the senior housing advisor to take on more strategic work around homelessness. There was a very high turnover of staff (100% of posts) in 2004 and 2005. Since then a stable team has been established and has been in post for over a year. Staff sickness rates are lower than average and at May 2008 there have been no agency workers employed in the service for more than two years.

6.22 Complaints, Challenges and quality of decision-making

There have been very few complaints against the department. Between April 2005 and April 2008 there were four complaints of which one was referred to the local government ombudsman. All were about the standard of service offered by housing advisors. One complaint was partially upheld and working practices were changed as a result. None of the others were upheld and the ombudsman found no case to answer. This is very pleasing given that this department often gives people "bad news", telling people things that they do not wish to hear, which can often give rise to a complaint in itself. The Council needs to maintain this by continuing its policy of providing high quality ongoing training, support and supervision for staff, especially those facing the public.

6.23 Homeless applicants can apply for a review of decisions made by officers if they do so within 21 days of the decision. Reviews are considered by the Head of Legal Services, who is not involved in the original decision, in consultation with the Chair of Strategic Development Committee. The total number of reviews requested in 2007/8 is the lowest for several years and the proportion of officer decisions overturned has now decreased from around half of those reviewed to one in the last financial year. This reflects better training, better investigation of cases and improved communication with customers since the appointment of the new staff team

Table 11 Reviews of decisions applied for and the results of reviews

2004/5		2005/6		2006/7		2007/8	
Officer Decision Upheld	Officer Decision Overturned	Officer Decision Upheld	Officer Decision Overturned	Officer Decision Upheld	Officer Decision Overturned	Officer Decision Upheld	Officer Decision Overturned
6	4	8	9	7	8	6	1
60%	40%	47%	53%	46%	53%	86%	14%

6.24 Corporate commitment

The Council has demonstrated its commitment to improving housing and homelessness services by increasing staff numbers during a time of general budgetary restraint. The Head of Housing will run an annual member's seminar for councilors on affordable housing, focusing both on homelessness and on the many solutions, including the development of new affordable housing in the district, in order to maintain good quality up to date information for council members and others.

6.25 Assessment of the housing market and estimate of future demand for homelessness services.

The Cambridgeshire Sub-regional Housing Market Assessment was completed in January 2008 , and can be viewed on .

http://www.cambridgeshirehorizons.co.uk/programme_det.asp?id=3678 .

This document is a live market assessment which will be updated at regular intervals. It will be used as the basis for an assessment of future likely demand for homelessness and housing advice services which will be carried out by March 2009 and which will update the revision of this homelessness strategy in June 2009.

6.26 Performance Indicators and Targets

Until April 2008 the performance indicators for this service have been the seven BVPIs:-

1. BVPI 183 a - The average length of stay in bed and breakfast accommodation of households with children or pregnant woman that are unintentionally homeless and in priority need (weeks)
2. BVPI 183 b - The average length of stay in hostel accommodation of households with children or pregnant woman that are unintentionally homeless and in priority need (weeks)

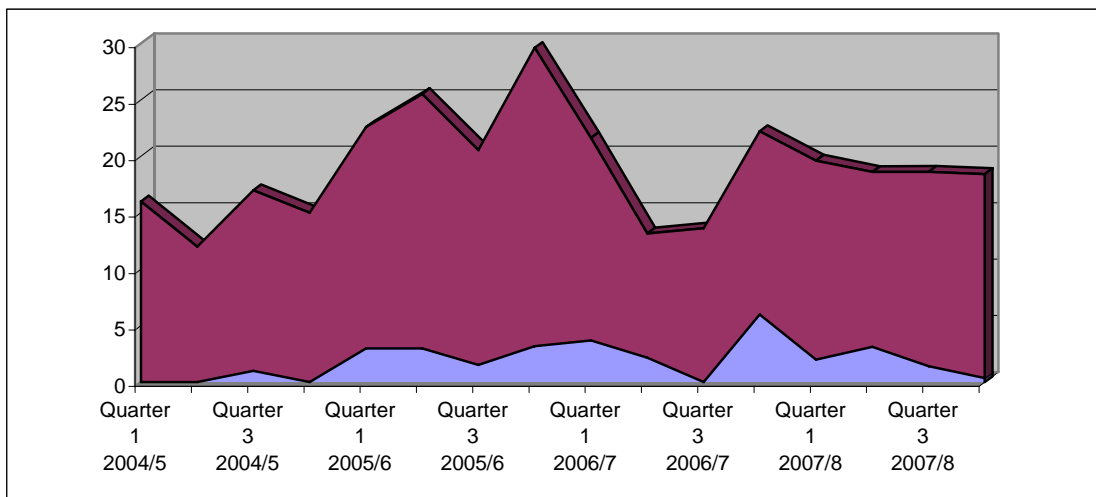
(NB This measures people as they LEAVE the accommodation, so, for example, some of those people in 05/06 who were in for 26 weeks and more were placed in the accommodation in 04/05)

Performance on these two indicators has been mixed. The average length of time in bed and breakfast accommodation has declined but time spent in hostel accommodation is still too high. The low point in the summer of 2006 is a reflection of the effect of the completion of two large new affordable housing schemes in Soham and Littleport.

Table 12: Performance on BVPIs for length of time in temporary accommodation

	Average length of stay in bed and breakfast – BVPI 183 a	Average length of stay in hostel accommodation – BVPI 183 b
Quarter 4 2007/8	0.36 weeks	18.07 weeks
Quarter 3 2007/8	1.43 weeks	17.20 weeks
Quarter 2 2007/8	3.14 weeks	15.47 weeks
Quarter 1 2007/8	2.00 weeks	17.62 weeks
Quarter 4 2006/7	6.00 weeks	16.24 weeks
Quarter 3 2006/7	0 weeks	13.64 weeks
Quarter 2 2006/7	2.16 weeks	11.00 weeks
Quarter 1 2006/7	3.71 weeks	17.92 weeks
Quarter 4 2005/6	3.18 weeks	26.43 weeks
Quarter 3 2005/6	1.52 weeks	19.04 weeks
Quarter 2 2005/6	2.98 weeks	22.53 weeks
Quarter 1 2005/6	3 weeks	19.58 weeks
Quarter 4 2004/5	0 weeks	15 weeks
Quarter 3 2004/5	1 week	16 Weeks
Quarter 2 2004/5	0 weeks	12 weeks
Quarter 1 2004/5	0 weeks	16 weeks
All England Top quartile	0 weeks	9 weeks

Figure 12: Performance on BVPIs for length of time in temporary accommodation



3. BVPI 202 measures the number of rough sleepers found in a rough sleepers' count. This has not been done. Although number of rough

sleepers are known, they are consistently less than 10 individuals and no count will be undertaken unless numbers approach ten.

4. BVPI 203 measures the number of families in temporary accommodation compared with the same period the previous year. This indicator is looking for a reduction in use of temporary accommodation. Performance at the end of 2007/8 shows a reduction of 16.67% over the same period for the previous year.
5. BVPI 213 measures the number of cases in which action by the local authority has prevented a case of homelessness for more than 6 months. This has shown a dramatic increase since the service has been introduced.

Table 13: Number of cases where homelessness has been prevented (BVPI 213)

Year	2005/6	2006/7	2007/8
Homelessness presentations resolved by Local authority action	0	2	12
Total cases where homelessness prevented	2	51	83
Cases resolved per 1000 households	0.06	1.59	2.59
Resolved cases as % of households (BVPI 213)	0.01	0.16%	0.26%

6. BVPI 214 measures the number of cases of repeat homelessness, where the same family or individual is accepted as homeless for a second time in a two-year period, has been zero for two years, and its sub indicator, BVPI 225, the number of cases of repeat homelessness which involve domestic violence, has also been zero, although the number of cases accepted who are fleeing domestic violence has remained consistently high.

6.27 New indicators – reducing numbers of people in temporary accommodation

From April 2008, the set of indicators will change. There will be two national indicators relevant to this service; NI 155, the number of new affordable homes delivered and NI 156, the number of households living in temporary accommodation. The first is the subject of the housing strategy and of targets within the Local Area Agreement, and is being addressed through the Local Development Framework. The second is linked to a target set by central government to reduce the number in temporary accommodation to half of the level at 31st March 2004 (34 households) by March 2010.

- 6.28 The council is working with Sanctuary Hereward to modernise the existing hostel accommodation to meet new standards. This will have the effect of reducing the number of hostel rooms available. Bed and breakfast use has been reduced to a minimal level since 2004 and the new working practices should enable this to continue. However, the number of cases dealt with overall has not decreased and the service is vulnerable to market forces. Any increase in mortgage repossessions or withdrawal of privately rented accommodation from the market could increase the numbers of people presenting to the council as homeless or

potentially homeless, and the target of 17 families in temporary accommodation by March 2010 is particularly challenging.

6.29 The council will retain some of the old “Best Value” performance indicators listed above as *Local Indicators*, to measure ongoing performance in a number of key areas. Those to be retained are:-

- BVPI 183 a - The average length of stay in bed and breakfast accommodation of households with children or pregnant woman that are unintentionally homeless and in priority need (weeks)
- BVPI 183 b - The average length of stay in hostel accommodation of households with children or pregnant woman that are unintentionally homeless and in priority need (weeks)
- BVPI 213 - the number of cases in which action by the local authority has prevented a case of homelessness for more than 6 months.
- In addition the Cambridgeshire Young Peoples Strategic Partnership will measure the number of 16 and 17 year olds in temporary accommodation.

6.30 Value for money

The seven local authorities of the Cambridge sub-region worked with Housing Quality Network to pilot a value for money review of strategic housing services, including homelessness services, during 2007. This review compared the authorities of the sub region against each other. The Cambridgeshire Homelessness Strategy Group is considering the results of this and investigating the differences between the councils to see what lessons can be learned. The initial results show that the councils are working very differently, accounting for expenditure on services very differently and that East Cambridgeshire’s expenditure per head on temporary accommodation was higher than that of the other Cambridgeshire councils in 2006/7 (this has reduced in 2007/8 following the move to the new hostels service level agreement). The strategy group will report its detailed findings and any recommendations to the Cambridge Sub Regional Housing Board during 2008 and any recommendations will be incorporated into this strategy and action plan.

6.32 Conclusion

The housing advice and homelessness team is receiving increasing demand year on year. Those seeking help are often people with low household incomes and young people for whom housing options are limited. The move to homelessness prevention has been successful, both in solving the accommodation problems of around 400 families a year and in reducing the number of homelessness applications taken. Targets are being met but the service is vulnerable to market forces, and the target to reduce temporary accommodation is particularly vulnerable to these forces.

7.0 What we have done since the last homelessness strategy (2003 to 2008)

- Introduce a small private sector leasing scheme, providing long-term lets for larger families who have become homeless, reducing the use of hostel rooms by large families. The scheme consist of five dwellings, providing permanent or semi-permanent (minimum of 6 months) assured shorthold tenancies for people who have been accepted as homeless by the Council. It is limited to people who would otherwise be accepted as homeless and is therefore a homelessness prevention tool.
- Increase the use of home visits in homelessness prevention work and in the investigation of cases of homelessness particularly in the cases of 16 & 17 year olds.
- Ensure that this council's allocation of *discretionary housing payments* is fully spent each year.
- Introduce a new IT system and homelessness database which reports on statistics and performance, and contains key information about all homessness prevention and homelessness application activity
- Redesign application forms so that one form covers the whole range of activities in the department, enabling all enquiries to be measured and counted in statistical reports and making the work more transparent, fluid and accessible in the event of staff absence.
- Weekly property pages and the new Home-link magazine are always available to people in the Ely Council office
- The Stonham floating support service has been extended and is available to people in all tenures
- Satisfaction of hostel residents and users of homelessness services has been monitored regularly and will be incorporated into a sub-regional satisfaction survey during 2008.
- There was a crisis in bed and breakfast use in 2005, resulting in a bill of over £90,000 for the council. This was reduced by a homelessness crisis action plan which was put into place in 2005 and by 2007 expenditure on bed and breakfast accommodation had been reduced by two thirds
- A new service level agreement for the management of the homeless hostels was agreed with Hereward Housing in 2006. This has reduced the cost to the Council of providing hostel spaces from nearly £70,000 per year to just over £30,000 per year.
- Regular liaison meetings are held between council staff and hostel managers and there is now an excellent working relationship

- Liaison meetings have been held with Ely Citizens Advice Bureau and with local solicitors, agreeing how to communicate and cooperate with each other to assist homelessness people, people in need of debt and money advice and people in need of legal advice.
- Introduced two new posts dealing with homelessness prevention and providing services for non-priority homeless households
- Introduced a sanctuary scheme to enable victims of domestic violence to remain safely in their own homes
- Donated £10,000 capital and £3,000 revenue to enable the expansion of Portland House, a specialist supported housing scheme for young people, based in Newmarket. East Cambridgeshire District Council now has a representative on the management board of Portland House.
- Reviewed the allocations policy (twice, once to move to a banding system and again when we joined the Cambridge Sub-regional Choice-Based Lettings scheme).
- Worked with sub regional partners to introduce Home-link, the new Cambridge sub-regional Choice-Based Lettings scheme, which has been running since February 2008. The Choice-Based lettings scheme has been designed to meet other targets also, such as encouragement of housing associations to reduce under-occupation.
- Agreed joint working protocols with Cambridgeshire social services for dealing with homeless young people, with other services for discharge procedures from mental health services and hospitals and with prison and probation services
- Replace the old, restricted, rent deposit scheme with a new scheme run by King Street Housing Society, designed to assist non-priority single people, couples and intentionally homeless families
- Completed the development of two bed spaces for East Cambs residents at the YMCA in Cambridge
- Played an active role in the county review of services for drug and alcohol misusers in 2005
- Establish a member of staff who specialises in working with victims of domestic violence and in liaising and maintaining links with the domestic violence advocacy project, refuges and other specialist services
- Developed other specialist skills within the team, in immigration matters, mental health issues, drug and alcohol problems and in working with young people.
- Kept information leaflets and the web site up to date

- Met with Housing Association partners at least three times a year through the Common Housing Partnership
- Continued to support East Cambridgeshire Care and Repair
- Represented the Council on the Traveller Implementation Group and ensured that the Supporting People needs of travellers are met.

7.1 What we have not done from the 2003 homelessness strategy and why

- The housing advice outreach surgery in Newmarket was discontinued because customers did not use it and it was more effective to do home visits.
- Only two conferences on homelessness have been held in five years, due to considerable staff changes over that period. The target to have a conference of all interested parties at least once a year has been revived.
- The aim to apply for a Quality Mark was postponed until after the major changes to the service listed in this strategy were completed. This will now be reevaluated
- A Private Landlords Forum was established and has met, but there has been very little interest from landlords and it is currently not meeting.

East Cambridgeshire Homelessness Strategy Action Plan 2008 – 2011 (subject to annual review in July each year)

Actions in this action plan have come from:-

- Consultation meetings
- The Cambridgeshire Supporting People review of Single Homeless and Homeless Families Services
- Housing services service plan
- Advice from the Department of Communities And Local Government
- Self assessment of homelessness services
- Data and trends from the Cambridge Sub-Regional Strategic Housing Market Assessment
- Cambridge Housing Society best value review of young people's services 2006

Progress on the targets in this action plan will be reported as part of the annual update of this strategy, in July each year and progress on many targets will be reported to the Council's Strategic Development Committee as part of a 6-monthly housing performance report which is available on the East Cambridgeshire District Council web site.

The responsibility for delivery of this action plan rests with the principal housing officer. Actions have been ascribed to the officer who will lead on that action.

Lead Officers are:-

HOH – Head of Housing

SHA – Senior Housing Advisor

HPO – Homelessness Prevention Officer (s)

HA – Housing Advisor

Action	When by	Review Date	Lead Officer
Services for Young People			
Investigate the possibility of a new specialist supported housing resource for more chaotic young people in East Cambridgeshire, including a scheme which may include arranging meaningful training and employment opportunities for homeless young people	March 2010	March 2009	SHO
Improve floating support services for young people establishing new tenancies	March 2010	March 2009	SHO
Investigate the possibility of establishing a lead tenant scheme (like the Castle Project scheme) for young people in East Cambridgeshire	March 2011	March 2009	HPO
Investigate the possibility of setting up a "night stop" emergency crash bed scheme for young people in East Cambridgeshire. This is likely to be a sub-regional scheme, led by the Cambs county homelessness group, pooling resources across seven district councils, as it is resource-intensive.	2010	December 2008	HPO/SHO
Plan for an expected increase in the number of very young parents who may become homeless (this flagged up by social services)	March 2009	November 2008	HOH
Carry out outreach and education work in schools information and other youth groups	Ongoing, starting in September 2008	Ongoing reviews, checked in April 2009 appraisal cycles	HPO
Develop and Advertise services for parents, to intervene and offer help before problems with young people reach crisis point and eviction	September 2009	January 2009	SHO
Services for Vulnerable Adults			
Ensure that the Housing advice team engages early and established links and a protocol with a new vulnerable adults team which is expected to be formed by Cambridgeshire County Council	2009	March 2009, with county council	HOH
Develop supported accommodation for people moving on from the Brain Injury Rehabilitation Trust, in partnership with local RSLs and landlords	2010	Work stated May 2008, first review Dec 2008	HOH
Refer vulnerable adults to the Learning Disabilities team via Cambridge direct	ongoing	Regular review each April	HPO

Action	When by	Review Date	Lead Officer
Ensure that care managers have access to the latest copies of home-link magazine so they can help people with learning and physical disabilities to bid	ongoing	Reviewed through Home-link Operations group Monthly	HA
To continue to support East Cambridgeshire Care and Repair	ongoing	Reviewed every Sept in budget cycle	HOH
Specify more bungalows in new-build to increase potential accommodation for people with physical disabilities	ongoing	Reviewed each July and January in housing 6-month performance report to SDC	HOH
Ensure that the homeless hostels are fully accessible, including wheelchair access, when the hostels are redeveloped	2011	January 2009	SHO
Continue the close liaison with church groups and Ely churches together to share information about services for rough sleepers	ongoing	January 2009	HOH/SHO
Improve the availability of drug and alcohol advice and health services for rough sleepers and others within East Cambridgeshire district and develop a protocol for and dealing with people with drug and alcohol addictions who become homeless	ongoing	Reviewed each July and January in housing 6-month performance report to SDC	HOH
Work to increase the number and range of specialist projects and residential spaces in East Cambridgeshire for vulnerable young people, people with drug and alcohol misuse problems, people with mental health problems and people with physical and mental disabilities	Ongoing	Reviewed each July and January in housing 6-month performance report to SDC	SHO/HOH

Action	When by	Review Date	Lead Officer
Set up East Cambridgeshire Mental Health Liaison Group	Sept 2008	Sept 2008	SHO
Develop a new joint working protocol with prison and probation services, clarifying accountabilities	January 2009	January 2009	SHO
Liaison and Joint Working with Other agencies			
Reinforce networks and links with Cambridgeshire Social Services after they move from the Grange	ongoing	September 2008	HOH
Establish regular sessions visiting hospitals, prisons, mental health services and schools to raise awareness of our responsibilities and limitations, the services available and the need for adequate notice of discharge	ongoing	September 2008	SHO
Services for people fleeing violence, harassment and domestic violence			
Evaluate the operation of the domestic violence sanctuary scheme	2009	December 2008	HOH
Continue to ensure the full involvement of the Domestic Violence advocates in East Cambridgeshire	ongoing	September 2008 and 6-monthly thereafter in Performance report to SDC	SHO/HPO
Services for Gypsies and Travellers			
To continue to represent the Cambridgeshire district housing authorities on the Traveller Implementation Group and ensure the needs of travellers are captured in the Supporting People programme.	ongoing	Reviewed annually as part of appraisal process	SHO
To ensure that the Traveller Liaison Officer is aware of the housing needs of gypsies and travellers and that support is co-ordinated accordingly.	ongoing	Reviewed annually as part of appraisal process	SHO
Identify housed gypsies and travellers who might prefer pitches instead	March 2010	March 2009	HOH
Consultation with partners and other stakeholders			
Include private landlords and lettings agencies in the next phase of consultation about the homelessness strategy	July 2009	December 2008	HOH
To revive the Private Landlords Forum	July 2009	December 2008	SHO
To ensure the Common Housing Partnership meets three times a year	ongoing	July 2009	HOH

Action	When by	Review Date	Lead Officer
Work in partnership with the Common Housing Partnership and the Home-link operations group to ensure that statutorily homeless households get reasonable preference for rehousing in the Review of the Lettings Policy.	ongoing	July 2009	HOH
To arrange regular case reviews with Stonham to ensure that the floating support service is working effectively and to monitor the timeliness of the availability of support	Ongoing	July 2009	SHO
To agree with the common housing partnership a protocol for dealing with social housing tenants who have been or are likely to be threatened with eviction, with a view to preventing homelessness wherever possible	March 2009	December 2008	SHO
Publicise this Strategy to all Stakeholders	December 2008	September 2008	HOH
Improving homelessness prevention services			
Improve access to Mediation to prevent homelessness and investigate options for further development of mediation services, especially for young people in dispute with their families	March 2009	December 2008	SHO
Develop tenancy support and homelessness prevention outreach services	March 2010	March 2009	SHO
Identify and access other sources of funding for homelessness services in East Cambridgeshire.	March 2009	September 2008	SHO
Temporary accommodation			
Investigate the feasibility of remodelling hostel provision to separate young single people from families, in partnership with Hereward Housing	March 2009	December 2008	HOH
To continue to work to reduce use of temporary accommodation for homeless families by 50% by 2010 (from 34 in march 2004 to 17 in March 2010)	March 2010	March 2009	HOH
Improve Information about the service, ensure all the Council information leaflets are kept up to date and work to further develop the information on the web site	ongoing	Reviewed annually at Housing staff training day	SHO/ HOH
Developing the choice based lettings system			
To ensure that people who approach the Council as homeless have access to help to use the Home Link Choice based lettings system so that they are able to bid for suitable properties.	March 2009 (and ongoing)	March 2010	HA

Action	When by	Review Date	Lead Officer
Continue to work to develop and improve the choice based lettings system and the statistical information which the system can provide	Ongoing	Reviewed monthly by Home-link project board	HOH
<u>Increasing corporate and member commitment</u>			
Ensure an annual event for Councillors and senior officers to update knowledge and information about trends in housing and homelessness in the district	July 2009 and ongoing	July 2009	HOH
Identify sources of funding for further homelessness prevention work and development of new prevention services	March 2009	March 2010	SHO
<u>Administering homelessness more effectively</u>			
Carry out an annual review of targets, tasks and working practices within the department to ensure that all staff are able to work effectively and that the best use is being made of available resources	February 2009 and annually	Annual review	HOH
Monitor expenditure of the rent deposit scheme and investigate less expensive methods of provision	ongoing	March 2009 and as part of budget cycle	SHO

Appendix 1: Consultation

The following people and organisations were consulted in the preparation of this strategy:-

Archer and Archer (solicitors)

Anglia revenues partnership

Cambridge City Council

Cambridgeshire County Council (manager of disability services)

Cambridgeshire county council (social services)

Cambridge housing society

Cambridgeshire Primary care trust

East Cambridgeshire common housing partnership (Registered social landlords)

Ely Churches together

Ely Citizens advice bureau

Flagship Housing

Forest heath district council

Housing Staff at East Cambridgeshire District Council

Sanctuary Hereward housing association

Sanctuary supported Housing

Further consultation is planned with service users, local private landlords, mental health services and drug and alcohol services during the rest of 2008 and any recommendations will be incorporated into the review in July 2009

Appendix 2: Glossary

ASBO	Anti Social Behaviour Order – an order which can be served on a perpetrators of anti social behaviour which can prohibit the perpetrator from engaging in certain forms of behaviour and sometimes from visiting certain streets or areas. Breach of an ASBO can lead to imprisonment.
AST	See Assured Shorthold Tenancy
Assured Shorthold Tenancy	A form of tenancy agreement which gives 6 months security of tenure. Following the first 6 months the landlord can recover possession of the property by using a statutory form of notice but without requiring a reason for possession. This is the most common form of private sector tenancy.
Best Value	Introduced in 2000, best value was a government regime aimed at improving the quality of local government services. It was introduced by the Labour government as a replacement for the competitive compulsory tendering (CCT) regime, and is administered by the Audit Commission. It has been superseded by a new inspection regime. Details can be found on the audit commission web site
Cambridgeshire Sub Regional Housing Board	A monthly meeting of chief housing officers, GO-East, the Housing Corporation, Cambridgeshire Horizons, RSLs and other interested parties which discusses many matters of strategic interest in housing provision in the sub region. Minutes will be published on Cambridgeshire Horizons' web site.
CBL	See Choice-Based Lettings
Choice Based Lettings	Choice-Based lettings (CBL) schemes require customers to be active in searching for vacancies and expressing an interest in available homes. Partners advertise their available homes across a variety of media and customers are asked to express an interest in them.
CLG	Communities and Local Government - a government department which sets policy on local government, housing, urban regeneration, planning and fire and rescue. It also has responsibility for all race equality and community cohesion related issues in England and for building regulations, fire safety and some housing issues in England and Wales.
Common Housing Partnership	A quarterly meeting of East Cambridgeshire District Council and the Registered Social Landlords operating in East

Cambridgeshire, which agrees allocation procedures and the use of a common waiting list and the Home-Link Choice Based Lettings System

CRHB

See Cambridgeshire Sub Regional Housing Board

Discretionary Housing Payments

Non-mandatory payments of extra Housing Benefit which can be made in certain circumstances to cover extra costs when people's circumstances changes and rent or mortgage payment becomes temporarily difficult or impossible

Eligible

Eligible for recourse to public funds. Some people (mostly, but not exclusively, non-British passport holders) are not eligible for publicly funded services and the council cannot take or process homelessness applications from these people. One housing advisor has been trained to have detailed specialist knowledge in this very complex area of law.

GO-East

The Government Office for the East of England, based at Brooklands Avenue in Cambridge, works with local authorities and their partners to increase their capacity and develop skills in order to improve the quality of the services delivered to the people of the region. They also have a regulatory role, and are the body which approves this Homelessness strategy

Hereward Housing

The name of the housing association set up to manage the old East Cambridgeshire District Council housing stock, Hereward has now merged with Sanctuary Housing and is known as Sanctuary Hereward

Home-link

The name of the Cambridge Sub-Regional Choice-Based Lettings scheme, which is running the allocations policies of seven district councils. Details can be found on the Home-link web site <http://www.home-link.org.uk/>

Housing Corporation

The Housing Corporation is the national Government agency that funds new affordable housing and regulates housing associations in England. By 2010 the corporation will merge into a new agency - *Communities England* - which will bring together the functions of English Partnerships, the Housing Corporation, and a range of work carried out by the CLG, including delivery in the areas of decent homes, housing market renewal, housing PFI, housing growth and urban regeneration.

Intentionally homeless	Every time a homelessness application is taken extensive enquiries are carried out to determine the circumstances of the homelessness, and whether the person or family who has applied as homelessness could reasonably have done something to prevent it. If someone has done or failed to do something which they could reasonably be expected to do (such as paying the rent) the result of which is homelessness, the council will find them intentionally homeless and will have no duty to find accommodation for them
LAA	See Local Area Agreement
LDF	See Local Development Framework
Local Development Framework	This is the new document which will replace the Local plan. It is being consulted on until July 2008. The Council's Core Strategy Development Plan Document is one of the key documents in the LDF, and will set out the Council's vision and strategy for the future growth of the district, and a range of new development control policies for assessing planning applications. It can be found on the East Cambridgeshire web site.
Local Area Agreement	is an agreement between all the local authorities in Cambridgeshire. It has a number of aims and associated targets for improved performance in a wide range of areas of policy and details how the council will work in partnership with other local authorities to meet the challenge of a growing population. It can be found on http://www.cambridgeshire.gov.uk/NR/ronlyres/1C772996-43B6-48EA-AFB7-80AE1EDD64D0/0/CambridgeshiresLAA.pdf
MAPPA	The Multi-Agency Public Protection Arrangements. East Cambridgeshire has a duty to co-operate with this police and probation services-led body which monitors convicted sex and violent offenders in the community. Housing staff attend MAPPA meetings and participate in this work and East Cambridgeshire has a representative on the strategic management board of the MAPPA.
MARAC	The Multi-Agency Risk Assessment Conferences deals with very high risk perpetrators of domestic violence. Domestic violence is one of the major causes of homelessness, the senior housing advisor and a homelessness prevention officer attend MARAC meetings with police, probation, social services and others
PPO	This is a regular meeting between police and other interested bodies, often including our housing staff, which

deals with Prolific Priority Offenders in the community. These are not the dangerous offenders dealt with by MAPPA, but are people who can cause major disruption in an area through a series of small-scale crimes.

Registered Social Landlord	A housing association registered with and regulated by the housing corporation. There are other housing associations and almshouse associations which are not regulated by the corporation, but these will have no access to corporation development funding
RSL	See Registered Social Landlord
Sanctuary Hereward	A new organisation - Sanctuary Hereward - has been formed by the merger of Hereward with other organisations, and is managing homes for Sanctuary, Hereward Housing and Shaftesbury Housing across the East of England and the South East including London.
SDC	Strategic Development Committee is the East Cambridgeshire committee which deals with planning, housing and homelessness matters. Minutes of meetings can be found on the East Cambridgeshire web site
Stonham	Stonham is the agency which provides floating support to people in East Cambridgeshire. Floating support is housing-related support designed to help people who are having difficulties in maintaining tenancies or staying in their housing. Referrals can be made direct to Stonham or through East Cambridgeshire District Council or Sanctuary Hereward. The service is funded by Supporting People and has an office base in Ely
Supporting People	The Supporting People programme is a funding stream administered by the County Council which offers vulnerable people the opportunity to improve their quality of life by providing a stable environment which enables greater independence. It delivers housing-related services which are cost effective and reliable, and complement existing care services. Supporting People is managed by a working partnership of local government, service users and support agencies.
Top quartile performance	The performance of councils against performance indicators is ranked according to how well they are doing. The best 25% form the upper quartile. East Cambridgeshire aims to be in the upper quartile on all its performance indicators.

