

---

# Housing Options and Homelessness Services Value for Money Review Service

---



Shelter

! acclaim consulting

Service Overview



# Introduction

The budget constraints arising from current austerity – a tough economic environment leading to increased pressure on services and an extended period of public sector funding constraint – mean that it is critical for every local authority to understand:

- what services cost
- how cost relates to service quality.

Shelter and Acclaim's Review Service uses a tried and tested methodology to combine quality review and benchmarking to give authorities an integrated, independent report on the quality, value for money, efficiency and effectiveness of their housing options/homelessness prevention and assessment services.

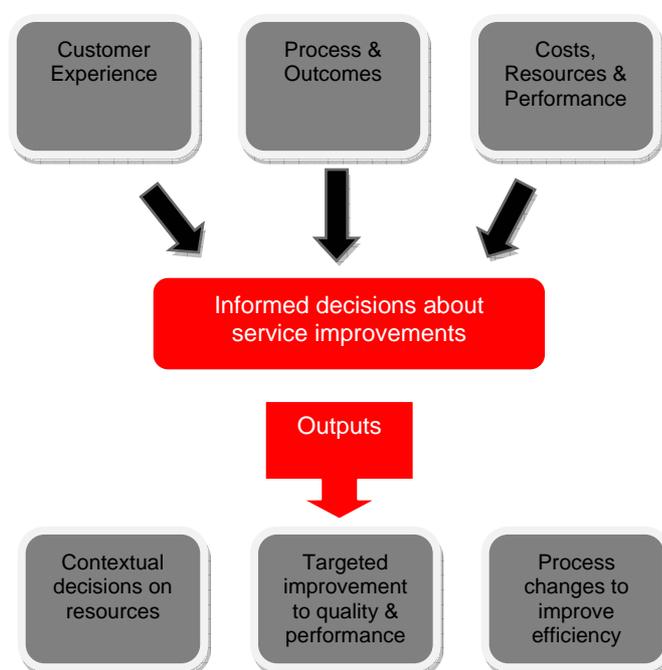
The Review Service has a number of benefits as it provides client authorities with:

- a comprehensive review of service and cost and quality delivered by experts in the field with specialist knowledge of homelessness and benchmarking
- pro-active and on-site assistance to support data collection and assure data integrity with a detailed results presentation and final report, *plus* discussion of results analysis and implications
- outputs enable managers to comprehensively put the case – in terms of cost efficiency and customer outcomes - for the continued investment in housing options and prevention services
- a 'service modelling' tool enables authorities to recalibrate services to test the impact of different service delivery structures and funding levels

Participating authorities have used the Review Service outcomes to take informed decisions about their housing options/homelessness prevention and assessment services and as a result have been able to strengthen the case for their continued and increased investment and funding.

The Service has also helped authorities to identify significant cost savings and other efficiencies that can be delivered alongside targeted action to improve service quality – enabling them to enhance service efficiency and effectiveness while improving outcomes for clients.

Understanding how costs compare, what drives spending levels (and unit costs) and how this relates to service quality is absolutely critical. The benchmarking outputs in combination with those from the quality review enable authorities to distinguish between the effective and less effective use of resources.



This enables authorities to identify real value for money improvements and to deliver better quality services for the same, or the same quality services for less.

To find out more about the out how the service may help your authority contact:

**Mathew Cunningham**, Shelter  
Office: 0344 515 1483  
Mobile: 07860 501797  
E-Mail: [mathewc@shelter.org.uk](mailto:mathewc@shelter.org.uk)

**Mark Awbery**, Acclaim Consulting  
Office: 020 7345 5126  
Mobile: 07961 355162  
E-Mail: [mark.awbery@acclaim-consulting.co.uk](mailto:mark.awbery@acclaim-consulting.co.uk)

# The Review Service

## Value for Money Review Service

The Review Service provides authorities with a full review that covers the core VFM components of quality, performance and cost across three activity areas.



**Activity 1:** Housing Options/Homelessness Prevention – the work undertaken to advise and assist households dealing with housing and housing-related issues, particularly helping to prevent them from becoming homeless.

**Activity 2:** Homelessness Assessment – the work undertaken to formally assess the duty owed to a household under homelessness legislation.

**Activity 3:** Conclusion of duty – the work undertaken to meet and conclude the main homelessness duties (excluding day to day lettings and allocations work).

The provision of temporary accommodation can also be benchmarked on an optional basis.

## Why undertake the review service?

The Review Service takes a comprehensive approach and provides outputs that enable authorities to precisely identify areas where they need to focus their efforts to improve service performance, quality and cost.

Key features include:

- Detailed review of service quality combining mystery shopping with on-site quality audit work (including file reviews, observation of customer contact, focus groups, interviews with staff and managers) and a desk top review of policies and procedures
- Providing authorities with pro-active and on-site support with the collection of benchmarking data. This assures data quality, integrity and consistency. It also helps to streamline the data collection process
- The service is delivered by a team of experts with specialist knowledge of homelessness and housing options/advice and a background in the delivery of benchmarking and/or advice services.

## Detailed analysis, feedback & report

The Review Service outputs provide authorities with a level of detail in results analysis, feedback and reporting that is not matched elsewhere in the sector.

Each authority receives an on-site results presentation and a final report (optional), setting out:

- Current spending and activity levels – and the impact of this across the three core activity areas
- Existing service delivery processes - with areas of weaknesses highlighted
- Area for improving service efficiency and effectiveness:
  - achieving cost savings
  - improving processes
  - improving outcomes for clients
  - enhancing the customer experience

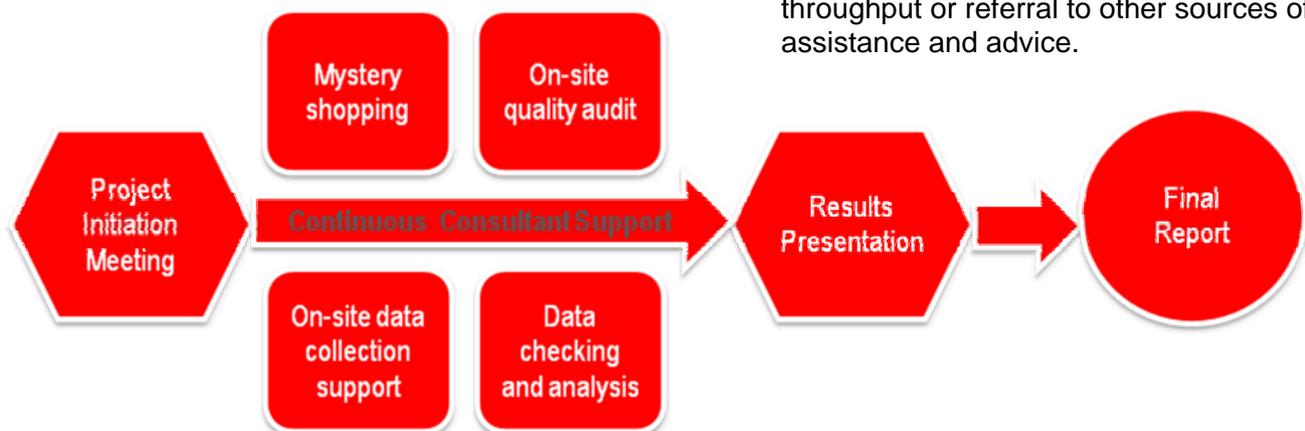
Findings and outputs can be readily used to support the preparation of business cases and strategic plans to improve services.

The 'service modelling' tool provided at the end of the service can also be used to model different service delivery options and test the impact of revised structures and funding levels

## Process and Methodology

The Review Service incorporates the experience and expertise of Shelter in conducting quality reviews and Acclaim's experience and expertise in cost and performance benchmarking to provide a full and comprehensive service review.

The methodology employed is tried and tested, with reviews carried out by experts in the field. Our process ensures the service is project managed from start to completion by us, with continuous consultant support.



## Quality Review

The approach taken to assessing the quality of services is founded on three core values:

1. Customers – should always be at the core of service delivery
2. Standards – of service delivery should be set to meet the highest customer expectations, best practice and statutory requirements
3. Consistency – services should aim to consistently meet service standards using

structured processes that work towards clearly targeted outcomes.

Shelter have taken these values to develop a Quality Standards Framework that enables the consistent review and benchmarking of the quality of service delivery across different authorities.

## Quality Standards Framework

The Quality Standards Framework is formed around the three core benchmarking activity areas which underpin the Quality Review Service:

### Activity area 1: Housing Options/homelessness prevention – examining:

- handling initial client contact and information gathering
- provision of prevention and options advice
- case management practice
- quality of outcomes achieved, including throughput or referral to other sources of assistance and advice.

### Activity area 2: Assessment (of applications under Part VII Housing Act 1996) – examining:

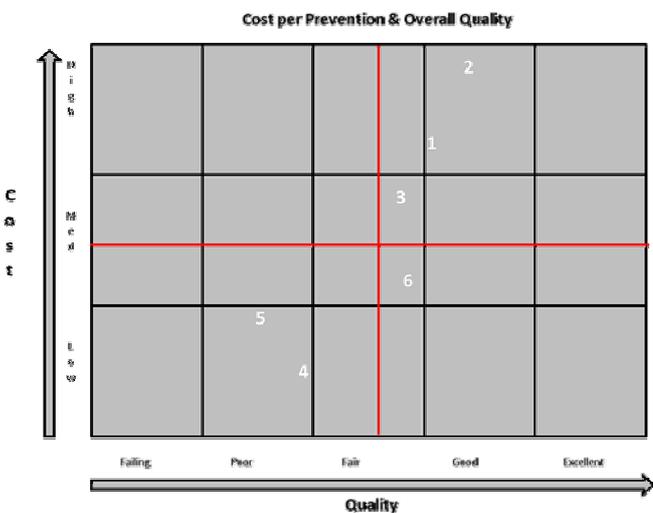
- planning and managing case investigations
- efficiency of inquiries process
- quality of decision-making and communication of decisions in line with statute, guidance and good practice.

### Activity area 3: Conclusion of duty – examining:

- approach to meeting Part VII Housing Act 1996 duties broken down into duty types, including needs assessments for advice, assistance and support
- effectiveness of ongoing liaison and communication with applicants and the steps taken to proactively review options to move people on to suitable temporary and permanent accommodation.

— 15–20 housing options and 15–20 homelessness files are reviewed.

- structured interviews with staff and managers and a desk top review of an authority’s key strategies, service plans, policies and procedures,
- examination of arrangements for supporting and supervising advisers/assessment officers and mechanisms to support quality control and assurance.



### Assessment process

Service quality is evaluated against the Quality Standards Framework as follows:

- telephone/email mystery shopping, which is used to assess the approach to handling initial client contact:
  - 20 telephone calls are made and five emails sent over a four-week period
  - the calls/emails include a range of scenarios with different levels of urgency, covering common problem types
- file review, which is used to assess housing options and homelessness case management:

### Scoring

The results for each element are used to determine the performance for each quality standard, benchmarking activity area and overall on a red, amber, green (RAG) basis, according to a five-point performance scale.:

This approach enables each authority to:

- understand the quality of service delivery it is achieving in relation to each benchmarking activity area, per se and compared to its peer authorities, on multiple levels
- utilise the findings of the quality and cost benchmarking components of the Review Service to gain a detailed understanding of service efficiency, effectiveness and value for money in terms of process and outcomes
- use the results to inform an improvement plan.

Quality Standards	Year Result	Group Result			Key Points
		Median	LD	LD	
<b>Activity 3: Housing Options (Homeless)</b>					
A1: Handling Initial Contact	42% Fair	42% Fair	42% Fair	42% Fair	<ul style="list-style-type: none"> <li>• Specialist homelessness services available to support the most vulnerable homeless people</li> <li>• 70% of initial phone calls were answered within 10 minutes</li> </ul>
B1: Options Advice	45% Fair	45% Fair	45% Fair	45% Fair	<ul style="list-style-type: none"> <li>• Specialist homelessness services available to support the most vulnerable homeless people</li> <li>• 70% of initial phone calls were answered within 10 minutes</li> </ul>
B2: Confirmation of Advice	42% Fair	42% Fair	42% Fair	42% Fair	<ul style="list-style-type: none"> <li>• Specialist homelessness services available to support the most vulnerable homeless people</li> <li>• 70% of initial phone calls were answered within 10 minutes</li> </ul>
B3: Casework Assistance	42% Fair	42% Fair	42% Fair	42% Fair	<ul style="list-style-type: none"> <li>• Specialist homelessness services available to support the most vulnerable homeless people</li> <li>• 70% of initial phone calls were answered within 10 minutes</li> </ul>
B4: Case Closure	42% Fair	42% Fair	42% Fair	42% Fair	<ul style="list-style-type: none"> <li>• Specialist homelessness services available to support the most vulnerable homeless people</li> <li>• 70% of initial phone calls were answered within 10 minutes</li> </ul>

## Benchmarking

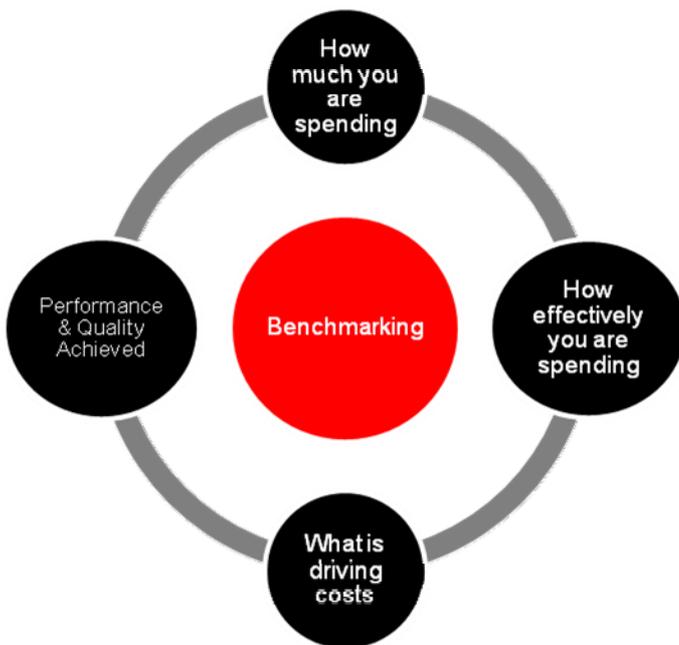
The benchmarking uses activity-based costing to enable authorities to identify and compare the overall spend, unit cost, workload and performance profile of housing options/homelessness prevention and assessment services against one another across the same three activities.

The provision of temporary accommodation can also be benchmarked, on an optional basis.

types of direct costs (see below for more about these)

- **workload levels** – and the relationship between these, spending levels and unit costs
- **performance**.

**Summary activity definitions and more detail about the benchmarking outputs are included at the end of this document.**



## Benchmarking measures

The benchmarking examines the following for each activity:

- **overall spending levels** – by looking at total spend per thousand ('000) households (adjusted for deprivation – see below for more about this)
- **unit costs** – for example, 'cost per successful prevention' or 'cost per assessment'
- **unit cost breakdown** – how much of this is attributable to 'operational' staff (homelessness and housing advice staff) and how much is attributable to different

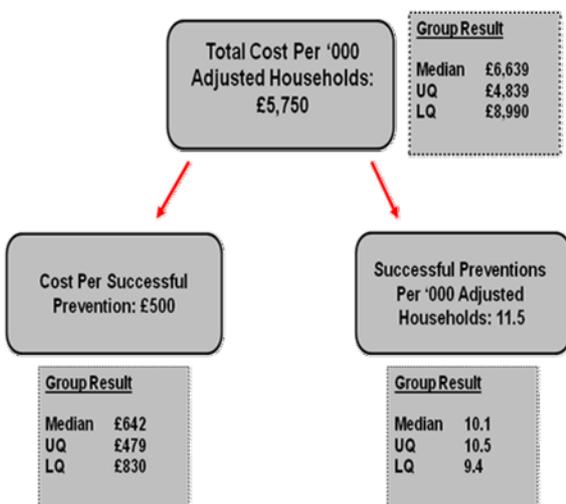
# Outputs

Each authority participating in the Homelessness & Housing Advice Review Service will receive:

## A. Findings Presentation

This provides combined results for 'Prevention & Housing Options/Advice', 'Assessment' and 'Concluding Part VII Duties':

- Review Summary:
  - Key Quality Review and Benchmarking messages
  - Identified areas for service improvement
  - Recommendations for improvement
- Quality Review results
  - Mystery Shopping
  - Quality Audit
- Benchmarking results
  - Summary statistics
  - Detailed cost, resource, workload and performance statistics



- Benchmarking results are also provided for longer-term interim / temporary accommodation – for those authorities that have opted to benchmark this activity

- Commentary on some of the 'good practice' initiatives/processes that are in place in other authorities, which could be of value to a participating local authority as part of their continuous service improvement processes

The Findings Presentation is delivered by experts from Shelter and Acclaim. It is used to provide on-site feedback to each authority on the results of their Service Review, discuss the implications of these and options for improvement.

## B. Final Report (Optional)

This provides:

- **Executive summary**, containing combined messages from the Quality Review and benchmarking work – and highlighting overall recommendations
- **Quality Review results** for each activity, combining overall Quality Audit and Mystery Shopping 'scores' (including ratings for each aspect of every activity for the authority compared against a comparator group) with key messages and detailed recommendations
- **Benchmarking results** for each benchmarked activity, showing participating authorities' summary (and detailed) benchmarking results against a comparator group median, upper and lower quartile

Participating authorities are also provided with:

- **Finalised benchmarking Data Collection Sheet**, which can be used to 'test' the impact of service re-modelling
- **Detailed Assessment Tool**, containing case by case findings from the Mystery Shopping and Quality Audit

# Participation Requirements

## Quality Review

### A. Mystery Shopping

To set up the exercise participating authorities simply need to confirm details of public telephone and e-mail access arrangements, and a four to five week 'shopping' period. A set of twenty mystery shopping scenarios are then put together by Shelter, tailor-made for each authority using local information obtained via the internet. No more than two mystery shopping calls are made on any one day to ensure the service is not interrupted for genuine callers.

### B. Quality Audit

To prepare for the completion of the Quality Audit, participating authorities are asked to provide a list of all closed housing options/advice and homelessness cases from the last six months which Shelter can use to select a suitable sample of files for review. Each authority is asked to provide their lists of closed files at least two weeks prior to the agreed date of a two-day on-site Quality Audit visit. Shelter reviews these lists and provides the authority with details of those cases which it will be reviewing during the Quality Audit visit (c.15-20 for each activity area) at least two days prior to their arrival on-site visit so that the authority can ensure the files are available upon arrival.

The on-site Quality Audit visit is conducted by two auditors over the course of two days. Authorities are requested to provide the auditors with appropriate desk/office space for the duration of their visit, and if case files are wholly, or partly managed, using a computer-based system, access to the information stored on this to enable the auditors to complete their work.

Authorities also need to arrange for managers and advice and assessment staff to attend interviews (and be on-site) on specified dates as part of the Quality Audit work. The interviews focus on the three activities being examined, as well as the overall management and supervision arrangements in place to support service delivery. Interviews are

scheduled for completion on the afternoon of the second day of the on-site Quality Audit visit.

### C. Contextual/Background Information

Participating authorities are asked to provide a standard set of background documents and regulatory data at the commencement of the Review Service to enable the Quality Review work to be completed. This includes copies of an authority's homelessness strategy, service delivery plan and temporary accommodation reduction strategy, together with core homelessness and housing options/advice policies/procedures (including associated forms, standard letters etc.).

### D. Participating Authorities – Quality Review Resource Requirements

Authorities will need to input about 2 person days (divided between those officers and managers with responsibility for the management and supervision of the activities under consideration) to support the completion of the Quality Review work. This will primarily involve participating in on-site interviews and helping with 'house-keeping' arrangements for the on-site Quality Audit visit (arranging for access to case files, IT etc.)

## Benchmarking

### A. Cost, Resource & Performance Data

Cost, resource and performance benchmarking data is collected from participating authorities using a standard electronic Data Collection Sheet. Participating authorities need to enter data about staff, direct costs (such as Rent Deposits, 'Finder's Fees' etc.) and workload/performance into specific parts of the Data Collection Sheet and submit this for checking ('validation') to Acclaim.

Apportionment of staff time and activity related costs is required at a summary level since authorities need to identify the number of staff and costs (and non-staffing costs – or 'direct costs') that are associated with each of

the benchmarked activities to enable the required benchmarks to be calculated.

## **B. Background Information**

Participating authorities are asked to provide a standard set of background documents and regulatory data at the commencement of the Review Service to enable the benchmarking to be completed. This includes structure charts, recent P1E submissions and operational (internal) performance management reports.

## **C. Supporting Data Collection & Submission**

Authorities participating in the Homelessness & Housing Advice Review Service are provided with a range of support to help make the benchmarking data collection process easier, ensure data consistency and its timely submission.

Details of all of the information requested on the Data Collection Sheet, together with instructions for its collation/entry thereon and submission are set out in a Guidance Manual. This contains comprehensive, tried and tested definitions of the activities being benchmarked, together with the cost, resource, workload and performance data which is required (including details of what needs to be included/excluded).

A Service Initiation ('Launch') Presentation is also held at the start of the Review Service and representatives from participating authorities are invited to attend. This session is used to explain the entire service in detail, including the Quality Review and benchmarking data collection (and submission) process.

Benchmarking Experts provide on-site support to each authority to help them collect and submit their benchmarking data (particularly in terms of staff time apportionments and cost data entry) during the data collection phase. A telephone Helpdesk is also available to participating authorities to provide a rapid response to data collection and submission queries arising on an ad-hoc basis.

Once an authority submits its benchmarking data, it is entered into an analytical model and 'draft' benchmarking results produced for our Benchmarking Experts to examine. Queries are then raised with each authority, as appropriate, to ensure that submitted data has been provided in accordance with the required methodology and the data definitions set down in the Guidance Manual. This stage of the data collection phase is vital to ensure that submitted data is provided similarly by every participating authority – a process which is essential to making sure that the benchmarking is undertaken on a like for like basis.

## **D. Participating Authorities – Data Collection Resource Requirements**

Our data collection and submission 'support package' (described above) has been designed to make sure that the data collection and submission process is as easy as possible. The combination of a Service Initiation ('Launch') Presentation, clear Guidance Manual, easy to complete Data Collection Sheet and the provision of on-site support by our Benchmarking Experts ensures that participating authorities' resource input is kept to a minimum.

It is estimated that authorities are likely to require between 3 and 5 person days (divided between those officers/managers with responsibility for finance and the collection/collation of performance information for the activities under consideration) to collect the required data.

## Cost

We have structured the pricing options for participating in our Homelessness & Housing Advice Review Service so that authorities can tailor it to meet their individual needs and budget:

- **VfM Review Service** (Quality Review and Benchmarking): £7,000
- **Quality Review or Benchmarking (only):** £3,750 each
- **Report:** tailored to meet individual requirements

All prices exclude VAT and reasonable out of pocket expenses. If the afore-mentioned options do not meet with your needs we would be pleased to talk to you further about your specific requirements.

Authorities who want to participate as part of a group (or 'club') will have the opportunity (in discussion with Shelter and Acclaim) to bespoke selected components of the Review Service to meet specific requirements.

To find out more about the Homelessness & Housing Advice Review Service and how it can help your authority, please contact either:

**Mathew Cunningham**, Shelter  
Office: 0344 515 1483  
Mobile: 07860 501797  
E-Mail: [mathewc@shelter.org.uk](mailto:mathewc@shelter.org.uk)

**Mark Awbery**, Acclaim Consulting  
Office: 020 7345 5126  
Mobile: 07961 355162  
E-Mail: [mark.awbery@acclaim-consulting.co.uk](mailto:mark.awbery@acclaim-consulting.co.uk)

# Summary Definitions and Benchmarking Outputs

## Activity 1: Prevention & Housing Options/Advice

### A. Summary Definition

The provision of advice, support and assistance to help households deal with housing and housing-related issues, particularly in terms of helping to prevent them from becoming homeless - and encompassing:

- General advice, information, support and assistance on housing and housing-related issues (including the provision of general information leaflets/guidance, debt advice and help with resolving housing/welfare benefits problems)
- Early identification work, to distinguish individual households/categories of households at risk of homelessness and ensure that support and/or accommodation are available to prevent homelessness
- Pre-crisis intervention work undertaken prior to or in parallel (and following – in defined circumstances - see below) with the completion of formal homelessness enquiries to prevent or delay homelessness. For example, by taking action to prevent homelessness by negotiating with a landlord to enable a household to remain in their existing home or assisting a household to obtain alternative accommodation by helping them to secure private sector accommodation via the authority's rent deposit guarantee scheme/similar
- Action to prevent repeat homelessness

All housing advice and preventative action (excluding 'relief' work) delivered/provided by an authority (or third party funded by an authority) is included, regardless of whether or not this is provided prior to or in parallel with (but not further to [unless this is undertaken to enable an applicant, found to be eligible for assistance, unintentionally threatened with homelessness and in priority need, under

s.195[2] to remain in their current accommodation]) the completion of formal homelessness enquiries and the s.184 notification of any duties owed under Part VII of the Housing Act 1996.

This includes all time/costs associated with the management and administration of prevention schemes where payments are made to landlords/third parties and/or households to enable them to secure alternative accommodation (or continue to occupy their current accommodation) e.g. rent deposit/guarantee/Finders Fee schemes, DHP, External Mediation services and Sanctuary Schemes etc.

### B. Summary of Benchmarking Outputs

- **Spending Levels:**
  - Cost of prevention and housing options/advice per '000 population:
    - Total
    - Staff
    - Direct costs
  - Cost of prevention and housing options/advice per '000 population – by type of direct cost (rent deposit/guarantee/finders fee scheme, and other types of direct cost)
- **Unit Costs:**
  - Cost per successful casework intervention:
    - Total
    - Staff
    - Direct costs
  - Cost of direct payments, by type:
    - Rent deposit/guarantee/finders fee scheme – cost per new tenancy secured
    - Sanctuary scheme – cost per scheme
    - Homeless prevention fund – average payment
    - Discretionary housing payments – average cost per household assisted

- **Workload Drivers:**
  - Successful casework interventions per '000 population
  - Unsuccessful casework interventions per '000 population
  - Housing 'advice only' cases per '000 population

- **Service Quality/Performance:**

*How preventions are achieved*

- Proportion of successful casework interventions where the household:
  - o Was able to remain in their own home
  - o Secured alternative accommodation
- Profile of successful casework interventions, by category (e.g. proportion of successful casework interventions attributable to a payment, Sanctuary Scheme, external mediation etc.)

*Housing options/advice service balance*

- Key service ratios, including:
  - o Successful to unsuccessful casework interventions
  - o Housing 'advice only' cases to successful/unsuccessful casework interventions

*Prevention sustainability*

- Proportion of tenancies secured using a rent deposit, Finder's Fee or similar that failed part way through (or were not renewed at the end of) the minimum required term
- Proportion of tenancies secured using a rent deposit, Finder's Fee or similar – where the landlord (or agent) was accredited via some form of formal landlord accreditation scheme

- *Other*

- Successful casework interventions achieved as a proportion of target

## Activity 2: Assessment

### A. Summary Definition

The formal assessment and investigation by an authority of the eligibility of an applicant (who has applied to the authority for accommodation or assistance in obtaining accommodation and the authority has reason to believe may be homeless or threatened with homelessness) for assistance (and, if so, whether or not any [and what] duty is owed) under Part VII of the Housing Act 1996.

### B. Summary of Benchmarking Outputs

- **Spending Levels:**

- Cost of assessment per '000 population
  - o Total
  - o Staff
  - o Direct costs (reported in 'Total' and divided into 'Legal' and 'Other')

- **Unit Costs:**

- Cost of assessment per 'assessment' (per s.184 decision taken/placed into interim accommodation)
  - o Total
  - o Staff
  - o Direct costs (reported in 'Total' and divided into 'Legal' and 'Other')

- **Workload Drivers:**

- Number of 'assessments' per '000 population (overall/where placed into interim accommodation)
- Number of 'acceptances' per '000 population (overall/where placed into interim accommodation)

- **Service Quality/Performance:**

*Efficiency of the assessment decision making process*

- Number of days taken to complete enquiries and issue a decision under s.184 – for applicants provided with interim accommodation (or accommodated as 'homeless at home')
- Number of days taken to review a decision under s.202

### Assessment outcomes

- Outcome of Part VII applications for households applying as homeless
  - o Overall
  - o Where provided with interim accommodation (including the proportion of applications where a decision was issued/other outcomes e.g. application withdrawn)

### Robustness of the decision making process – reviews and challenges

- Proportion of negative s.184 decisions challenged (successfully or unsuccessfully) under s.202
- Profile of negative s.184 decisions that were successfully (or unsuccessfully) challenged under s.202, by category (e.g. proportion of decisions challenged successfully/unsuccessfully on the grounds of eligibility etc.)

- Intentionally homeless and in priority need under s.190(2)(b)
- Intentionally homeless and with no priority need under s.190(3)

This includes taking 'positive action' over and above the authority's statutory obligation to provide advice and assistance in order to 'relieve' homelessness

- Bring one of the main homelessness duties to an end *other than as the result of* a serious operational occupancy issue (significant ASB/rent arrears issues – which will generally be dealt with as part of the authority's 'client-side' supervision/management of temporary accommodation), an applicant accepting/refusing a part VI offer of accommodation (or accepting an offer of social housing outside of formal part VI nomination arrangement), assured tenancy or qualifying AST – particularly focusing on:
  - Completing occupancy checks, and undertaking follow-up investigations/associated work
  - Dealing with the abandonment and illegal sub-letting of temporary accommodation
  - Recommending action, including the termination of accommodation provision

## Activity 3: Concluding Part VII Duties

### A. Summary Definition

All activity undertaken by the authority to:

- Enable applicants to move on from accommodation that has been provided or secured by the authority further to the completion of homelessness enquiries and the s.184 notification of any duties owed – principally accommodation secured under one of the main homelessness duties (under s.193 or 195). For example, providing applicants with advice, support and assistance to help them obtain Part VI accommodation, an assured tenancy or qualifying AST
- Provide applicants with advice and assistance in fulfilment of its duty provide this following the completion of s.184 enquiries and the notification of any duties owed under Part VII. For example, to applicants found to be eligible for assistance and:
  - Unintentionally homeless and with no priority need under s.192(2)

This activity excludes any associated with the fulfillment of duties (or the exercise of discretionary powers) to continue to accommodate applicants in interim/temporary accommodation for a reasonable period and/or internal/external appeals relating to the nature of Part VII duties owed. It also excludes any activity associated with enabling an applicant (whom the authority has found to be eligible for assistance, unintentionally threatened with homelessness and in priority need, under s.195[2]) to remain in their current accommodation - which should be regarded as prevention work.

For benchmarking purposes – this activity includes all time/costs associated with the management and administration of move-on payment schemes, such as rent

deposit/guarantee/finder's Fee schemes etc. where payments are made to landlords/third parties and accommodated households to enable them to secure move-on accommodation - or continue to occupy their current accommodation e.g. as a qualifying AST.

## B. Summary of Benchmarking Outputs

### • Spending Levels:

- Cost of Concluding Part VII duties per '000 population
  - o Total
  - o Staff
  - o Direct costs

### • Unit Costs:

- Cost of Concluding Part VII duties per household moving out of temporary accommodation secured under s.193 or for whom a main homelessness duty was ended (and immediately prior to this the household was living in the accommodation from which they had been accepted/the temporary accommodation they had arranged themselves)
  - o Total
  - o Staff
  - o Direct costs

### • Workload Drivers:

- Number of households departing accommodation secured under s.193/for whom a main homelessness duty was ended (defined as above) - per '000 population
- Profile of households departing accommodation secured under s.193/for whom a main homelessness duty was ended (defined as above), by reason (e.g. ceased to be eligible, accepted an offer of Part VI accommodation etc.)
- Casework interventions that were successful/unsuccessful in relieving homelessness - per '000 population
- Details of occupancy checks completed for emergency and longer-term interim/temporary accommodation:
  - o Proportion of units visited – target (and actual)

- o Average number of times each unit was visited – target (and actual)

### • Service Quality/Performance:

#### *Effectiveness in securing permanent accommodation*

- Average number of months for which households departing accommodation secured under s.193 were accommodated
- Profile of the number of months (by time band) for which households:
  - o Departing accommodation secured under s.193 were accommodated
  - o That continue to be accommodated under s.193 have been accommodated
- Profile of the accommodation size requirements for households:
  - o Departing accommodation secured under s.193
  - o That continue to be accommodated under s.193
- Households departing accommodation secured under s.193, by reason (as per 'Workload Drivers')
- Percentage change in the number of households occupying temporary accommodation

### • Other

- Ratio of casework interventions that were successful to those that were not successful in relieving homelessness
- Proportion of households departing accommodation secured under s.193/for whom a main homelessness duty was ended (defined as above) - following acceptance/refusal of a Part VI offer of accommodation - that challenged the suitability of the accommodation offered under s.202:
  - o Successfully
  - o Unsuccessfully

## Activity 4: Longer-Term Interim/Temporary Accommodation (Optional)

### A. Summary Definition

All work associated with identifying and making arrangements for the provision of/procuring, day to day management and revenue repair of longer-term interim accommodation (provided under s.188 of the Housing Act 1996) and temporary accommodation (provided further to the completion of formal enquiries and the notification of any Part VII duties owed [including the provision of accommodation under temporary duties and discretionary powers to accommodate] – and ahead of these being brought to an end e.g. by the applicant accepting an offer of part 6 accommodation, qualifying AST etc.), together with the placement of households therein.

Longer-term interim/temporary accommodation will generally comprise self-contained accommodation which is occupied on a longer-term (as opposed to emergency) basis – and which could potentially turn into 'settled accommodation'. Such accommodation will primarily tend to be occupied by applicants that are owed the 'main homelessness duty' (under s.193[2] of the Housing Act 1996) by the authority prior to accepting an offer of 'settled accommodation' under Part VI of the Housing Act 1996 or a qualifying offer of an AST from a private landlord. In line with P1E E6 'longer-term interim/temporary accommodation' will tend to comprise:

- Private sector accommodation (whether this is leased by the authority from a private sector landlord [and either managed directly by the authority/another organisation], leased or managed by RSLs or arranged directly with a private sector landlord [not including other nightly paid privately managed accommodation])
- Accommodation within the authority's own or RSL (AST tenancies/licences) stock

It may also include some 'other types of accommodation' that are recorded in P1E E6 (Row 9) and 'self-contained annex'

accommodation (recorded in P1E E6 [Row 2]), where this is used as longer-term interim/temporary accommodation.

**Note about this activity:** For benchmarking purposes - the sole focus of this activity (and the costs included as part of it for benchmarking) is on those units of an authority's longer-term interim/temporary accommodation which are provided on non-social rents and the Rents Team (or similar) within the authority's Homelessness & Housing Options/Advice Service (or similar) collect the rent for these directly.

The provision of data for this benchmarking activity is accordingly optional, since it will principally be of greatest value to those authorities where the majority of their longer-term interim/temporary accommodation is provided on non-social rents - typically as:

- PSL stock
- Accommodation in the private sector (which is managed by a Managing Agent – for a fee – but where the authority retains responsibility for collecting the rent)

### B. Summary of Benchmarking Outputs

- Weekly cost of longer-term interim/temporary accommodation (staff and overheads plus direct costs) as a proportion of the weekly equivalent LHA
- Weekly cost of longer-term interim/temporary accommodation (staff and overheads plus direct costs) as a proportion of the CLG/DWP weekly HB subsidy allowance for the provision of longer-term interim/temporary accommodation (based on the weekly equivalent LHA x 90% + £60 per week [outside London])
- Weekly cost of longer-term interim/temporary accommodation (staff and overheads plus direct costs) compared to the CLG/DWP weekly HB allowance for the provision of longer-term interim/temporary accommodation (based on the weekly equivalent LHA x 90% + £60 per week) - expressed in £/unit.