

The Homelessness Strategy  
2013 – 2018

Draft

## 1.0 Visions and Strategic Aims

**Our Vision is: To prevent and respond to homelessness by ensuring that we provide a range of effective targeted services that respond to our customer needs**

We have 4 key strategic aims:

### **Strategic Aim 1 – Preventing and relieving homelessness through a robust partnership approach**

We are aware that in order to provide cost-effective and responsive services we cannot work in isolation. We will deliver our services in partnership with our voluntary and statutory sector partners to provide the best possible solutions.

### **Strategic Aim 2 - Increasing access to accommodation**

We will continue to maximise the opportunities for differing accommodation choices for homeless persons and person threatened with homelessness and continuing to increase the accommodation choices available persons in housing need.

We will continue to develop and deliver a suitable private rented sector offer for all client groups that includes support for both clients and landlords. We need to ensure that those most affected by the welfare reforms are able to access a range of accommodation solutions and we will make best use of the private rented sector.

### **Strategic Aim 3 – Reduce and prevent rough sleeping**

Rough sleeping is the most visible form of homelessness and where people are the most vulnerable. We will continue to build on our partnership approach to reducing and relieving rough sleeping. This work will include projects that will enable the city to deliver the No Second Night Out principles.

### **Strategic Aim 4 – Promoting settled lifestyles and sustainable communities**

Ensuring that homeless households are given the support to resettle within the community and thrive through purpose and encouragement.

## 2.0 Introduction

This is our third refresh of the Homelessness Strategy and sets out the strategic aims for Peterborough City Council and its partners for tackling and preventing homelessness between 2013 and 2018.

The strategy has been developed within the context of national and local issues and identifies four strategic aims that will drive forward the homelessness agenda in the coming years in Peterborough.

The 2002 Homelessness Act placed a duty on local authorities to develop a Homelessness Strategy and to renew this every five years.

The previous Homelessness Strategy published in 2008 made an important contribution to both tackling and preventing homelessness in Peterborough. The strategy built on partnership working whilst maximising homeless prevention opportunities and contributed to an increase in homeless preventions.

The key achievements from the 2008 Strategy include;

- Mortgage Rescue Scheme established and assisted 27 households who would have become homeless without intervention.
- Multi-Agency rough sleeping Task and Targeting Group established in April 2010.
- All homeless persons provided with information on where they can register with a GP.
- Framework established for Unlawful Evictions and 3 successful convictions achieved.
- Rough Sleeper database established with multi-agency viewing rights.
- Tenancy Relations Officer post created and recruited to.
- 2010 Temporary Accommodation target action plan created and implemented.
- Notification system established to notify the Local Education Authority (LEA) within 10 working days when children in temporary accommodation are not attending school.
- Continued prevention of homelessness with partners
- Waiting times reduced by new delivery of Housing Needs Service.
- All homeless persons attending the Housing Needs service are signposted to Peterborough Streets Day Centre and other support services.

This strategy will build on our achievements whilst strengthening our partnerships and seek to address our new challenges.

With the 2002 Homelessness Act, the government made homelessness prevention a priority by providing increased funding to tackle homelessness, setting challenging targets for prevention and placing requirements on local housing authorities to produce Homelessness Strategies. The Homelessness strategy was to be informed by a review of performance, current service provision and estimated future need. The Act stated that the focus of these strategies was to be on prevention measures, as well as emphasising the importance of offering advice to all people in housing need.

There are a number of National strategies and guidance that have helped to shape this Homelessness Strategy these include:

**Making every contact count: A joint approach to preventing homelessness (2012)** sets ten local challenges for housing authorities to ensure that every contact local agencies make with vulnerable people and families really counts to ensure that we prevent households, regardless of household make up from reaching a crisis point where they are faced with homelessness.

**Sustainable Communities: settled homes; changing lives (2005): Homelessness Prevention**, reduction in the use of temporary accommodation by 50% by 2010, from 2010 B&B no longer suitable for 16/17 year olds.

**Sustainable Communities: Homes For All (2005): Choice Based Lettings schemes** in all local authorities in England by 2010.

**Making Every Adult Matter (MEAM)**, September 2009

**Tackling Homelessness (2006):** recognises the role of registered providers of social housing in preventing homelessness through partnership working, sustainable communities, allocation and management policies and better use of existing stock.

**No One Left Out: Communities Ending Rough Sleeping (Nov 2008):** aimed to end rough sleeping in UK for more than one night by 2012.

**No Second Night Out.** This government plan sets out six joint commitments to ensure multi agency working to give local people the tools to tackle rough sleeping and put an end to second nights out on the street.

We have embraced homelessness prevention and have made considerable progress with developing tools and services that are able to maximise our opportunities to prevent homelessness. During 2011/12 we prevented homelessness for 206 households and relieved homelessness for 48 households.

We will continue to build on our partnerships and will develop innovative ways to deliver services and prevent homelessness alongside addressing the impact of Welfare Reform.

On the 8th March 2012 the Welfare Reform Act received Royal Assent. The Act legislates for the biggest changes to the welfare system in over 60 years. Many of these changes will have an impact on homelessness and homelessness prevention;

- 1 **The move towards a Universal Credit** - Direct payments to landlords will cease. This will result in landlords having no guarantee that rent will be paid and will directly impact of the numbers of private sector landlords willing to consider claimants alongside a possible increase in rent arrears that may lead to eviction and homelessness.
- 2 **Restricting payments for people below the age of 35 years old** -Persons under the age of 35 years old will only be able to claim assistance to the level of shared room rate. This will mean that many young people leaving home for the first time will only be able to access shared accommodation. There will be an additional pressure on services working to house single people in the private rented sector as there are issues with supply and quality of this type of accommodation.
- 3 **Capping of total benefit received per household** – The benefits cap will be implemented across the country by October 2013 and will see total amount of benefit awarded to non working households capped at no more than £26,000 per annum. Larger families may see an unexpected reduction in their income, which in turn will affect there ability to meet their housing costs.
- 4 **Capping of Local Housing Allowance** - Could make households in receipt of benefits less attractive to landlords and could place strain on residents in areas of high rent who may choose to move to places like Peterborough because we are considered more affordable.
- 5 **Linking Housing Benefit entitlements for social housing tenants to the number of bedrooms needed per household for working age persons** - Tenants within the social housing sector who are under occupying their homes will have a reduction applied to their housing benefit entitlement. Households will have to meet this reduction form their other income. This could lead to an increase in rent arrears, eviction and homelessness.
- 6 **Up-rating Local Housing Allowance in line with the Consumer Price Index instead of the Retail Price Index** - This may mean that benefit claimants entitlement may not increase in line with the average rents in the city therefore reducing the number of affordable properties available in the private rented sector.
- 7 **Ceasing of Council Tax Benefit** - As part of Localism enabling Local Authorities to develop their own discount schemes with protection for pensioners. Leaving some vulnerable groups who have not previously paid any council tax with a bill.

All the above could place additional strain on the Housing Needs Department. whilst households struggle to cope with their income reductions and struggle to meet their housing costs. Additionally, public spending cuts, changes to Housing Allocation to reflect localism, the introduction of affordable

rents, new forms of tenure and the impact of un-ring fenced supporting people funding and imminent reductions that this will bring offer further challenges for the delivery of services. We will continue to monitor the impact of these changes through the Homelessness Strategy Steering Group and when necessary update the Strategy to tackle the impacts.

**Changes to the homelessness duty** – In November 2012, as a result of the Localism Act 2011, the law changed and gave Council's the power to discharge their homelessness duty into suitable accommodation with a private landlord.

However, in order for the offer to be considered suitable the property and landlord must meet certain minimum standards.

The Council must be of the view that the accommodation is in a reasonable physical condition; that the landlord has taken reasonable fire safety precautions; has taken reasonable precautions to prevent the possibility of carbon monoxide poisoning in the accommodation; the landlord is a fit and proper person; the property has a valid energy performance certificate (EPC) and gas safety certificate and that the tenancy is for a minimum fixed term of 12 months.

Where applicants become homeless again within two years, the duty will be retained by the original authority.

This homelessness strategy fits with the overall housing strategy framework

**Strategic Aim 1** - Prevent homelessness and reduce levels of homelessness against the main causes for presentations through evidence based research and resource allocation

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Deliver early intervention to prevent homelessness	1.To increase the number of households were homelessness is prevented by advice	Increase in number of homelessness preventions annually reported in P1E return		On-going	Housing Needs Team  Carole Wheatley – Information & Data Officer
Develop self- help tools for those able to turn information into action.	1. Utilise websites and kiosks in the customer service centre to provide information relating to private sector landlords, social housing, tenant and landlord rights, direct access hostels, supported accommodation and homelessness.  2. Develop information pages for non-priority homeless persons	Self help tools created and available on the website and Customer service centre kiosks.  An increase in the numbers of people accessing the website self help tools and CSC kiosks.		December 2013  Annually	Serco ICT  Sean Evans – Housing Needs Manager  Carole Wheatley – Information & Data Officer  Rob Smith – Review & Procedures Officer
Continue to provide assistance to single homeless persons	1. Investigate Funding Opportunities to maintain the current Single Homeless Project Officer Role.  2. Demonstrate effectiveness of the role in order to support bid for funding of role by producing report to show number of single persons supported into accommodation and employment since 2012	Continued funding for role agreed or roles and responsibilities of the Single Homeless Project Officer are distributed amongst the remaining members of the Housing Needs Team		March 2013	Sarah Hebblethwaite – Deputy Housing Needs Manager  Jurga Tonkuniene – Single Homeless Project Officer  Serco - Housing Benefit Partners

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
<p>Work with RSL partners to develop an action plan to minimise homelessness as a result of welfare reform and the introduction of universal credit</p>	<ol style="list-style-type: none"> <li>1. Establish working group through the Financial Inclusion Forum.</li> <li>2. Carry out research to establish jam jar scheme.</li> <li>3. Set up jam jar scheme for RSL tenants in receipt of welfare benefits.</li> </ol>	<p>Working group established by October 2012.</p> <p>Complete Research by November 2012</p> <p>Establish jam jar scheme prior to the introduction of universal credit</p>		<p>October 2012</p> <p>March 2013</p> <p>March 2013</p>	<p>Leonie McCarthy – Social Inclusion Manager</p> <p>RSL partners</p> <p>Financial Inclusion Forum</p> <p>Sharon Malia – Housing Programmes Manager</p>
<p>Improve partnership working, joined up services, communication and understanding at operational level.</p>	<ol style="list-style-type: none"> <li>1. Develop a joint training programme for front line staff.</li> <li>2. Ensure all forums and meetings focus on improving communication, dispelling myths, joint working and assessing good practice.</li> </ol>	<p>Establish a rolling training program for all partners.</p> <p>Encourage front line teams in customer services and children's services to introduce new starters to housing to gain an understanding of the systems and practices.</p> <p>Attendance at all housing related meetings.</p>		<p>October 2013</p> <p>Ongoing</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Sean Evans – Housing Needs Manager</p> <p>Rob Smith – Review &amp; Procedures Officer</p>

## Develop specific projects to tackle the main causes of homelessness

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
<p>Reduce number of homeless presentations as a result of private landlords taking possession through s.21 accelerated procedure to end of an Assured Shorthold Tenancy</p>	<ol style="list-style-type: none"> <li>1. Produce questionnaire to establish reasons for evictions, etc.</li> <li>2. Contact Court to establish top 10 private sector landlords applying for possession orders.</li> <li>3. Distribute questionnaires to Top 10 and through the Landlords Forum</li> <li>4. Responses collated and key findings used to develop prevention tools.</li> </ol>	<p>Questionnaire produced by June 2013.</p> <p>Details obtained from the court.</p> <p>Questionnaires sent by September 2013</p> <p>Findings recorded and reported produced with recommendations for the development of prevention tools.</p>		<p>June 2013</p> <p>May 2013</p> <p>September 2013</p> <p>November 2013</p>	<p>Carole Wheatley – Information &amp; Data Officer</p> <p>Gareth Brighton – HNO Tenancy Relations</p> <p>Private Sector Landlords</p>
<p>Provide tailored advice to homeowners at risk of homelessness Reduce the number of homeless presentations due to mortgage arrears.</p>	<ol style="list-style-type: none"> <li>1. Continue to maximise the Governments Mortgage Rescue Scheme</li> <li>2. Develop systems to identify households at risk of homelessness due to mortgage arrears at an early stage</li> <li>3. Develop the role of a Housing Needs Officer specialising in mortgage advice.</li> </ol>	<p>Promote the Governments mortgage rescue scheme amongst partners and increase uptake by 20% until the scheme ceases</p> <p>Develop procedures for dealing with pre action notifications received from mortgage lenders to engage with households before possession action in the courts is taken</p> <p>Provide training to the mortgage specialist to assist clients in exiting homeownership where homelessness prevention is not possible</p>		<p>Annually</p> <p>October 2013</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Hayley Flaxman – HNO Mortgage Specialist</p> <p>Rob Smith – Review &amp; Procedures Officer</p>



Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Reduce the number of homeless presentations due to parents no longer willing to accommodate.	<ol style="list-style-type: none"> <li>1. Develop literature to dispel myths with regard to youth homelessness</li> <li>2. Work with supported housing providers to maximise opportunities for young people to access accommodation</li> <li>3. Work with voluntary sector organisations to support a bid to re-establish education in schools programme</li> <li>4. Work with social services to develop a protocol to ensure all 16/17 year olds who present to the authority are dealt with via joint assessment process at the point of crisis</li> </ol>	<p>Literature produced and distributed.</p> <p>Develop referral processes and pathways to ensure appropriate allocations of accommodation at supported housing projects</p> <p>Appropriate bids supported and funding used to deliver education in schools.</p> <p>Protocol created and implemented.</p>		<p>January 2014</p> <p>On-going</p> <p>October 2013</p> <p>March 2013</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Peterborough Foyer</p> <p>YMCA Timestop</p> <p>Voluntary sector</p> <p>PCC Children services</p> <p>Education services</p> <p>Connexions</p> <p>Sean Evans – Housing Needs Manager</p>
Review the prison release procedure to maximise the opportunities to prevent homelessness	<ol style="list-style-type: none"> <li>1. Investigate number of applications to join the housing register from HMP Peterborough</li> <li>2. Investigate the total number of homeless presentations following release from HMP Peterborough</li> <li>3. Work with HMP Peterborough to develop a procedure for persons due to be released with no fixed abode</li> <li>4. Draft, agree and implement prison discharge protocol</li> </ol>	<p>Report demonstrating demand on housing services from HMP Peterborough produced</p> <p>Procedure for NFA persons agreed and implemented.</p> <p>Protocol implemented.</p> <p>A reduction in the number of homeless presentations from people leaving prison with no local connection with Peterborough or without accommodation.</p>		<p>May 2013</p> <p>June 2013</p> <p>August 2013</p> <p>September 2013</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>HMP Peterborough</p> <p>The One Service</p> <p>Hope into action</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Take steps to reduce the number of homeless presentations due to friends and relatives no longer willing to accommodate	<p>1. Integrate home visits into the process of taking a homeless application.</p> <p>2. Consider options for developing a bond scheme for this particular client group to enable them to move directly into private sector accommodation.</p>	<p>Integrated visits established.</p> <p>Bond Scheme implemented.</p> <p>Reduction in the number of homeless presentations due to friends and relatives no longer able to accommodate.</p>		<p>October 2013</p> <p>January 2014</p>	<p>Sarah Hebblethwaite - Deputy Housing Needs Manager</p> <p>Voluntary Sector</p>

Promotion of prevention of homelessness through an effective Housing Needs Service and a strengthened safety net.

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Take steps to reduce the number of homeless presentations due to hospital discharges.	<p>1. Refresh, agree and implement Hospital Discharge Protocol.</p> <p>2. Stop Hospital discharges to Bayard Place</p>	<p>Hospital Discharge Protocol implemented</p>		<p>October 2013</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Peterborough City Hospital</p> <p>CPMHT</p> <p>Jeanette Gibson – Housing Medical Advisor</p> <p>Adult Social Care</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Research the development of an eviction prevention fund using funds from Homelessness Grant to prevent families becoming homeless.	<ol style="list-style-type: none"> <li>1. Carry out research to establish average level of rent arrears for families presenting as homeless.</li> <li>2. Project cost of piloting scheme to provide interest free loan to repay rent arrears and stay in current accommodation.</li> <li>3. Present cost of establishing scheme against cost of accommodating in temporary accommodation.</li> <li>4. Establish scheme.</li> </ol>	<p>Research completed.</p> <p>Report produced with clear recommendations.</p> <p>Scheme established.</p> <p>Reduction in homeless presentations and use of temporary accommodation.</p>		<p>May 2013</p> <p>December 2013</p> <p>January 2014</p> <p>March 2014</p>	<p>Sarah Hebblethwaite - Deputy Housing Needs Manager</p> <p>Carole Wheatley – Intelligence &amp; Data Officer</p>
Carry out quarterly Mystery shopper exercise of the Housing Needs Service.	<ol style="list-style-type: none"> <li>1. Work with partner agencies to carry out quarterly mystery shopper exercise.</li> <li>2. Utilise results of mystery shopping experience to improve service</li> </ol>	<p>Mystery shopper exercises completed.</p> <p>Effective Housing Needs Service.</p>		Ongoing	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Partner Agencies</p>
Research reasons for repeat homelessness and develop an action plan to work to reduce levels	<ol style="list-style-type: none"> <li>1. Analyse applications and produce report for the reasons of repeat homelessness within the last 12 months.</li> <li>2. Develop action plan</li> </ol>	<p>Reasons for repeat homelessness established</p> <p>Action plan developed</p> <p>Repeat Homelessness numbers reduced</p>		April 2014	<p>Sean Evans – Housing Needs Manager</p> <p>Carole Wheatley – Intelligence &amp; Data Officer</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Review staff training and requirements for all Housing Needs staff and develop staff training plan	<ol style="list-style-type: none"> <li>1. Review individuals training history and training needs.</li> <li>2. Establish individuals training plan.</li> </ol>	Training identified and completed by all staff.		Ongoing	Sean Evans – Housing Needs Manager  Rob Smith – Review & Procedures Officer
Invest time and resources into regional and national joint working through appropriate representation.	<ol style="list-style-type: none"> <li>1. Attend Regional Homelessness meetings.</li> <li>2. Attend national and regional seminars.</li> <li>3. Work with Homeless Link to ensure knowledge of national and regional good practice.</li> </ol>	Attendance at both regional meeting and national and regional seminars.  Good practice used to shape Housing Needs service.		Ongoing	Sean Evans – Housing Needs Manager  Sarah Hebblethwaite - Deputy Housing Needs Manager
Promote homelessness prevention as the cornerstone of the Housing Needs Service and & maximise prevention opportunities through utilisation of the available homelessness prevention grant	<ol style="list-style-type: none"> <li>1. Maximise opportunities to prevent homelessness by Housing Needs staff utilising Homelessness Prevention Fund in innovative and creative ways.</li> <li>2. Promote homelessness prevention amongst other council departments and partners</li> </ol>	Reduction in homeless presentations.  Homelessness Prevention Fund utilised to prevent homelessness.		Ongoing	Sean Evans – Housing Needs Manager  Sarah Hebblethwaite - Deputy Housing Needs Manager  All Housing Needs Officers

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Carry out a review of the current homelessness prevention tools and their effectiveness	<ol style="list-style-type: none"> <li>1. Map prevention tools and impact on reducing homelessness through statistical data.</li> <li>2. Produce report to highlight effective prevention tools.</li> <li>3. Utilise report to identify gaps and further develop current prevention tools.</li> </ol>	<p>Report produced outlining impact of prevention tools.</p> <p>An increase in homelessness prevention by utilising prevention tools.</p>		<p>October 2013</p> <p>January 2014</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Carole Wheatley – Intelligence &amp; Data Officer</p>
Maximise opportunities for persons accessing private rented sector accommodation	<ol style="list-style-type: none"> <li>1. Promote and develop Rent Deposit Scheme.</li> <li>2. Work with Peterborough Streets to maximise referrals of single persons to Crisis Private Rented Sector scheme.</li> <li>3. Work with partners to make best use of funding sources</li> </ol>	<p>Increase in the number of Rent Deposits awarded.</p> <p>Increase in the number of persons assisted by Peterborough Streets.</p> <p>Increase in the number of persons accessing the private rented sector.</p>		<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Sarah Hebblethwaite - Deputy Housing Needs Manager</p> <p>Peterborough Streets</p> <p>Axiom Housing Association</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
<p>Ensure applicants experiencing difficulties in meeting their housing costs are able to access appropriate specialist advice</p>	<ol style="list-style-type: none"> <li>1. Map current debt advice provision available in the city and analyse referral data</li> <li>2. Investigate the possibility of prioritised advice for those who are threatened with homelessness within the next 28 days because of debt management issues</li> <li>3. Consider funding where necessary to facilitate prioritised debt advice.</li> <li>4. Produce an information leaflet for service users to advise what is available and where</li> <li>5. Ensure all clients experiencing financial difficulties are referred to debt advice service.</li> </ol>	<p>Increase in the number of clients accessing debt advice services.</p>		<p>April 2014</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Hayley Flaxman – Housing Needs Officer</p> <p>Citizens Advice Bureau</p> <p>Salvation Army</p>
<p>Take appropriate steps to ensure the removal of the eligibility for the 1 bedroom LHA rate for people aged between 25 – 34 does not lead to an increase in homelessness.</p>	<ol style="list-style-type: none"> <li>1. Establish who is affected by the LHA reforms.</li> <li>2. Communicate with those affected and invite them to make contact with the service for advice and assistance.</li> <li>2. Create and maintain a list of hostels that meet the DWP guidance to be excluded from housing benefit reforms.</li> </ol>	<p>Affected clients register established</p> <p>All affected claimants written to or visited</p> <p>List produced</p>		<p>April 2014</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Sarah Hebblethwaite - Deputy Housing Needs Manager</p> <p>All Housing Needs Officers</p> <p>Serco – Housing Benefits</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
<p>Work with partner RSL's and private sector landlords to develop a tenant at risk panel to identify at earliest opportunity vulnerable tenants at risk of homelessness.</p>	<ol style="list-style-type: none"> <li>1. Establish a working group including RSL's and key private sector landlords in the city.</li> <li>2. Develop procedures to increase opportunities to prevent homelessness.</li> <li>3. Utilise information through a Task and Targeting working group.</li> <li>4. Pilot procedures for 3 months and review.</li> </ol>	<p>At risk panel established.</p> <p>Maximise opportunities for preventing homelessness.</p> <p>Pilot project established</p>		<p>December 2014</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Gareth Brighton – HNO – Tenancy Relations</p> <p>RSL partners</p> <p>Private Sector Landlords</p> <p>Sarah Scase – HNO – Rough Sleeper Outreach</p>
<p>Work with RSL partners to develop a training flat for those who have experienced previous tenancy failure.</p>	<ol style="list-style-type: none"> <li>1. Contact LA's and Homeless Link to establish good practice when setting up training flat.</li> <li>2. Investigate outcomes from MEAM training flat in Cambridge.</li> <li>3. Establish a working group including partner agencies and RSL's to develop training flat.</li> </ol>	<p>Pathway developed for those who are excluded from accommodation because of behaviour or previous tenancy sustainment issues</p> <p>Accommodation and support is available for vulnerable persons whose behaviour does not meet social norms and who are currently excluded from hostels.</p> <p>MEAM flat established.</p>		<p>March 2013</p> <p>December 2013</p> <p>January 2013</p>	<p>Sarah Hebblethwaite - Deputy Housing Needs Manager</p> <p>RSL partners</p> <p>CPMHT</p> <p>Housing Related Support</p> <p>Adult Social Care</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Develop a preventative approach and challenges through education programme.	<ol style="list-style-type: none"> <li>Investigate funding streams to enable voluntary sector organisation to bid to deliver schools program.</li> <li>Support voluntary sector to submit bid for funding.</li> </ol>	Funding stream identified and voluntary sector bid supported		Ongoing	Sarah Hebblethwaite – Deputy Housing Needs Manager  Serco – Central Funding Team  All Voluntary Sector partners
Utilise the media to maximise opportunities to prevent homelessness, Publicise welfare reform, the Housing register, and the Private rented sector	<ol style="list-style-type: none"> <li>Work with the media team to establish a plan for promoting homelessness prevention, welfare reforms, housing register, and the options within the private rented sector.</li> <li>Update the PCC website to display all the required information</li> <li>Investigate the possibility of advertising accredited private landlords properties through the PCC housing needs website pages</li> </ol>	Working relationship established with local media to promote homelessness prevention.		Ongoing	Sean Evans – Housing Needs Manager  Christine Spooner – Homeless Link  PCC Media Team
Explore options for Housing Needs Service to utilise part of DHP pot as homelessness prevention tool.	<ol style="list-style-type: none"> <li>Research good practice with regard to utilising DHP pot to prevent homelessness.</li> <li>Ensure that Housing Needs contributes to the review and development of the DHP policy.</li> </ol>	DHP pot used to prevent homelessness.		October 2013	Sean Evans – Housing Needs Manager  Christine Spooner – Homeless Link  Serco – Housing Benefit



Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Raise awareness of Impact of welfare benefit reforms and discharging of duty into the private rented sector.	1. Deliver information workshop to partner agencies.	Information workshops delivered. Dispel myths.		Ongoing	Ruth Price, Sarah Morrison – Housing Needs Officers
Set up and facilitate quarterly Homelessness Strategy review & steering group meetings	1. Facilitate Homelessness Strategy Steering Groups on a quarterly basis.	Strategy Steering Groups delivered.		Ongoing	Sarah Hebblethwaite – Deputy Housing Needs Manager
Promote homelessness prevention on a strategic level with partner RSL's through the CBL Operations Board	1. Continue to develop prevention agenda through the RSL partners Operations Board 2. Develop and implement prevention protocols with all partners	A reduction in RSL arrears, tenancy failure		Ongoing	Sean Evans – Housing Needs Manager RSL Partners

**Strategic Aim 2** - Maximise the opportunities for differing accommodation choices for persons seeking accommodation.

To continue to increase the accommodation choices available to persons in housing need.

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Maximise use of the Care & Repair service to assist people to remain in his home	1. Continue to utilise Care and Repair as a homelessness prevention tool.	Increased take up of scheme.		Ongoing	Sean Evans – Housing Needs Manager  Janette Gibson – Housing Needs Medical Advisor  Russell Carr – Care & Repair Manager
Mortgage Scheme for first time buyers	1. Maximise opportunities for first time buyers to access Lloyds TSB Mortgage Scheme through promotion of scheme as a 'real' option.	An increase in the number of first time buyers accessing Lloyds TSB Mortgage Scheme.		Ongoing	Hayley Flaxman
Research alternatives to the rent deposit scheme in order to maximise the available funds to assist as many households as possible.	1. Carry out research to establish good practice.  2. Produce report highlighting savings to make alongside costs for administering Bond Scheme.  3. Identify and implement appropriate scheme.	Research carried out and report produced.  Bond Scheme established.		December 2013  February 2014  August 2014	Sarah Hebblethwaite – Deputy Housing Needs Manager

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Develop relationships with private sector landlords.	1. Improve relations with private sector landlords through education delivered by Tenancy Relations Officer. 2. Ensure attendance at the Housing benefit private sector landlords forum & the quarterly NLA meetings. 3. Carry out survey with private sector landlords to establish barriers and suitable solutions in encouraging them to rent to households who may be in receipt of benefit.	Increase in the number of private sector landlords working with the Housing Needs service.		April 2014 April 2013 December 2014	Gareth Brighton – HNO Tenancy Relations  Private Sector Landlords
To promote and support Empty Homes Strategy	1. Work with Empty Homes officer to maximise opportunities for bringing empty homes back into use.	Increase in the number of empty homes brought back into use annually.		Ongoing	Adam Cliff – Empty Homes Officer  Sean Evans – Housing Needs Manager
Train housing needs staff to Utilise the Disabled Facilities Grants to prevent homelessness	1. Promote Disabled Facilities Grant as homelessness prevention tool. 2. Maximise opportunities for disabled persons to remain in their current accommodation.	Disabled facilities grants used to prevent homelessness.		Ongoing	Sean Evans – Housing Needs Manager  Sharon Malia – Housing Programmes Manager

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Ensure the needs of homeless people are considered in relevant strategies	1. Attend meeting and events to ensure homeless persons are considered in all local strategies.	Housing representations at key meetings and events		Ongoing	Belinda Child – Strategic Housing Manager  Sean Evans – Housing Needs Manager
Ensure effective referral processes between Housing Needs and Children’s Specialist Services	1. Develop protocol and joint working procedures. 2. Deliver joint training to Housing Needs and Children’s Services. 3. Implement protocol and joint working. 4. Review on a quarterly basis.	Protocol and joint working procedures established.  Joint training delivered.  Protocol implemented.  Quarterly reviews completed.		May 2013  August 2013  September 2013  Quarterly from December 2013	Sean Evans – Housing Needs Manager  Wendi Ogle Welbourne - Children’s Services
Continue on-going support, advice and enforcement with private sector landlords to improve housing conditions and management.	1. Continue to work with private sector landlords providing both support and enforcement to improve housing conditions.	Fewer homeless presentations as a result of accommodation being unreasonable for persons to continue to occupy.		Ongoing	Jo Hodges – Senior Housing Enforcement Officer  Housing Needs Team

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Investigate the viability of introducing a private sector leasing scheme	<ol style="list-style-type: none"> <li>1. Research good practice in this area.</li> <li>2. Produce report establishing feasibility of scheme in Peterborough.</li> </ol>	Report produced outlining feasibility of scheme in Peterborough.		December 2014	Belinda Child – Strategic Housing Manager  Sean Evans – Housing Needs Manager
Promote and encourage private landlords to become accredited with the NLA and develop an Approved Register of Private Sector Landlords in the city.	<ol style="list-style-type: none"> <li>1. Investigate and produce report to establish the feasibility for establishing an Approved Private Sector Landlords list.</li> <li>2. Reintroduce landlord accreditation scheme to promote and encourage good practice within the private rented sector in the city.</li> </ol>	<p>Report produced with clear recommendations.</p> <p>Landlord accreditation scheme introduced with a substantial base of landlords to further market and promote the scheme</p>	<p>Increased access to private rented sector.</p> <p>Launched in February 2013, with some landlords already signed up, and further enquiries received</p>	December 2014	Adam Cliff – Empty Homes Officer
Work with Regional LA Partners to investigate a Local Lettings Agency	<ol style="list-style-type: none"> <li>1. Work with regional partners to utilise regional homelessness grant to develop a regional Social Lettings Agency</li> </ol>	Social Lettings Agency established.		January 2015	Sean Evans  Sarah Hebblethwaite – Deputy Housing Needs Manager  Regional Local Authority Partners  Homeless Link

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
To increase housing stock availability through the reuse of empty homes.	<ol style="list-style-type: none"> <li>1. To promote and actively market the Empty Homes Partnership to empty home owners.</li> <li>2. To increase interest in the scheme through members, the public and through media release</li> </ol>	<p>To increase stock availability by introducing a minimum of 100 properties to the scheme, and have them let through the CBL system.</p> <p>Promote the scheme so that all those eligible are aware of what is on offer to them.</p>	Currently, there is one lease signed and in the hands of Cross Keys for refurbishment, with a further two in the pipeline to join the scheme in the near future.	March 2015	Adam Cliff – Empty Homes Officer
To encourage bids from registered charities and providers, for funding from central government through the empty homes programme.	<ol style="list-style-type: none"> <li>1. To make aware those eligible and suitable for funding that the programme is available to them, and actively help with the bidding process and procedures.</li> <li>2. Work with those who bid to source and locate suitable properties from the empty homes database, and encourage the purchase or lease if successful in bidding.</li> </ol>	<p>To help in the bidding for two properties to be secured by the charity Hope Into Action, building on their success of the previous round of funding.</p> <p>Source and encourage charities of a similar nature to those who have secured funding, to bid for the available funding.</p>	Hope Into Action have secured their first of two properties under the first round of funding gained, and are currently working on a second bid to secure funding for a further two properties, with the potential to house 3 people at any one time.	March 2015	Adam Cliff – Empty Homes Officer
Explore options for the development of supported lodgings scheme	<ol style="list-style-type: none"> <li>1. Contact YMCA to discuss the feasibility of establishing supported lodging in line with model currently operated in Cambridgeshire.</li> <li>2. Develop report to outline costs, savings to be made and recommendations for establishing model of supported lodgings.</li> <li>3. Establish a supported lodging scheme in Peterborough.</li> </ol>	Supported Lodgings Scheme established.		January 2015 March 2015	Sarah Hebblethwaite – Deputy Housing Needs Manager YMCA

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Maximise the opportunities for the best use of social housing stock	1. Refresh of Bedrooms Standards Policy in line with welfare reforms. 2. Promote the benefits of CBL2 and maximise the opportunities it brings to improve the CBL experience for customers	Bedroom Standards Policy refreshed. CBL2 established.		August 2013	Sean Evans – Housing Needs Manager
Dogs Trust supporting people to move into accommodation	Provide statements of positive impact dog has on clients stability Dog reference Veterinary certificates Pathway working group to pursued housing providers to develop positive pet policies	1. Create template to be used. 2. Establish procedure for providing statements		February 2014 April 2014	Sarah Scase – HNO – Rough Sleeper Outreach Dogs Trust
Refresh of allocations policy	1. Re-write allocations policy to reflect Localism Bill, and housing needs within the city.	New Allocation Policy agreed and implemented.		Ongoing	Sean Evans – Housing Needs Manager
Explore options for rooms in a Home where the Landlord befriends	1. Investigate good practice in this area. 2. Explore feasibility through voluntary and faith based groups. 3. Identify suitable Landlords and pilot for 6 months.	Investigations complete. Feasibility established. Scheme piloted.		December 2014 January 2015 April 2015	Sarah Hebblethwaite – Deputy Housing Needs Manager All voluntary sector and faith based partners

### Strategic Aim 3 - Continue to reduce levels of rough sleeping

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Reduce flow of rough sleepers	<ol style="list-style-type: none"> <li>1. Work with partner agencies to identify persons at risk of rough sleeping.</li> <li>2. Deliver training sessions to partner agencies to prevent homelessness including tenant rights and responsibilities.</li> </ol>	<p>Training delivered.</p> <p>Reduction in the number of rough sleepers and street based activities.</p>		Ongoing	<p>Sarah Scase – HNO Rough Sleeper Outreach</p> <p>Peterborough Streets</p> <p>Aspire</p> <p>Drinksense</p> <p>Police</p> <p>UKBA</p> <p>Housing Forum members</p>
Reduce incentives for people to remain in street based lifestyles	<ol style="list-style-type: none"> <li>1. Work with police and city centre services to reduce begging and busking.</li> <li>2. Work with faith-based sector to ensure services are accessed by the needy not the greedy to sustain street based lifestyles.</li> <li>3. Work with police and UKBA to continue to carry out enforcement action.</li> </ol>	Reduction in anti social behaviour in anti social behaviour and the numbers of persons becoming entrenched in street based lifestyle		Ongoing	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Police</p> <p>City Centre Manager</p> <p>Safer Peterborough Partnership</p> <p>UKBA</p>



Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Develop point of arrest service to persons with no fixed abode.	<ol style="list-style-type: none"> <li>1. Contact police to discuss risks, positives, negatives of establishing a point of arrest service.</li> <li>2. Create and agree protocol using good practice evidence.</li> <li>3. Establish services to enable all rough sleepers in custody are contacted by the rough sleeper outreach officer.</li> </ol>	<p>Meet with police to discuss feasibility of the service.</p> <p>Protocol agreed.</p> <p>Service established.</p>		<p>January 2015</p> <p>March 2015</p> <p>June 2015</p>	<p>Sarah Scase – HNO Rough Sleeping Outreach</p> <p>Police</p> <p>UKBA</p>
Work with voluntary sector organisations to deliver 'No Second Night Out.'	<ol style="list-style-type: none"> <li>1. Support partner agencies to deliver NSNO through the funding of the HTF.</li> </ol>	NSNO implemented.		Ongoing	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Partner Agencies</p> <p>Axiom Housing Association</p> <p>Peterborough Streets</p>
Continue to work with faith Sector to develop services to empower rough sleepers to leave the streets and not sustain street based lifestyles.	<ol style="list-style-type: none"> <li>1. Map current service provision provided by Faith Sector.</li> <li>2. Identify gaps and duplicated services.</li> <li>3. Contact all Faith Based Groups to deliver information training including service awareness and referral routes.</li> </ol>	Faith sector provision mapped, gaps identified and training delivered.		<p>January 2014</p> <p>May 2014</p> <p>Ongoing</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Sarah Scase – HNO Rough Sleeper Outreach</p> <p>All faith based groups</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Develop personalised budgets for entrenched rough sleepers	<ol style="list-style-type: none"> <li>1. Research and produce reports identifying good practice and cost based outcomes for personalised budgets.</li> <li>2. Identify persons to be considered for personalised budgets and project cost in line with pilot projects.</li> <li>3. Produce report on outcomes, associated costs and feasibility of establishing in Peterborough.</li> </ol>	Personalised budgets established for entrenched rough sleepers.		October 2013	<p>Sarah Hebblethwaite – Deputy Housing Needs Manger</p> <p>Christine Spooner - Homeless Link</p>

## Strategic Aim 4 - Promoting settled lifestyles and sustainable communities

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Work with Job Centre Plus to identify key persons as a contact for all homeless persons	<ol style="list-style-type: none"> <li>1. Identify contact at Jobcentre and arrange to meet.</li> <li>2. Establish joint working procedures.</li> <li>3. Protocol agreed and implemented.</li> </ol>	Contact identified and protocol established.		<p>October 2013</p> <p>December 2013</p> <p>January 2013</p>	Sarah Scase – HNO Rough Sleeper Outreach
Explore options for developing resettlement programme for people with substance misuse	<ol style="list-style-type: none"> <li>1. Arrange meeting with Aspire to discuss resettlement programme.</li> <li>2. Conclude on feasibility of establishing programme.</li> </ol>	<p>Meeting arranged, and discussions completed.</p> <p>Feasibility established.</p>		<p>November 2014</p> <p>January 2014</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Aspire</p>
Work with Drink sense to consider options for community detox for alcohol dependant tenants at risk of homelessness	<ol style="list-style-type: none"> <li>1. Arrange meeting with Drinksense to establish feasibility of community detox.</li> <li>2. Conclude on feasibility of establishing community detox for this group.</li> </ol>	<p>Meeting arranged and discussions completed.</p> <p>Feasibility established.</p>		<p>November 2014</p> <p>January 2014</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Drinksense RSL Partners</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Work with partners on a strategic level to promote and develop access to mental health services for homeless persons	<ol style="list-style-type: none"> <li>1. Identify referral routes into mental health assessment services</li> <li>2. Ensure clients are referred into services where required</li> </ol>	<p>Referral routes identified.</p> <p>Referrals made and mapped to progress provision</p>		Ongoing	<p>Sean Evans – Housing Needs Manager</p> <p>CPMHT</p>
Work with partners to improve mental health amongst homeless persons	<ol style="list-style-type: none"> <li>1. Identify level of support and map services alongside opportunities for improving mental health.</li> </ol>	Supported mapped and opportunities identified.		Ongoing	<p>Sarah Hebblethwaite Adult Social Care Assertive Outreach Team</p>
Explore the need for detoxification facilities in Peterborough	<ol style="list-style-type: none"> <li>1. Identify key partner agencies.</li> <li>2. Map existing services and levels of need.</li> <li>3. Quantify cost of alcohol misuse to the city.</li> <li>4. Produce report outlining findings and detailing clear recommendations</li> </ol>	Aims to enable that detoxification facility are accessible to vulnerable adults in the city.	The investment in detox services should reduce costs to homelessness and health service by contributing to minimising harm and chaos experienced by service users.	<p>March 2013</p> <p>July 2013</p> <p>January 2014</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Drinksense</p> <p>Safer Peterborough partnership</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Explore options for employment of unemployed homeless persons	1. Carry out survey to explore the feasibility of housing needs service or partner agencies employing ex- service users	The service may decide that the risks out weigh the benefits	Value for money savings to the public purse moving people out from benefit reliance	November 2013	Sarah Hebblethwaite - Deputy Housing Needs Manager Peterborough Streets PCVS Salvation Army
Work with partner agencies to refresh the Youth Homelessness Strategy	1. Identify lead officers in Children's Services 2. Work with Children's Services to ensure that the housing needs of young people are identified and met	Strategy reviewed and refreshed		December 2013 August 2014	Sean Evans - Housing Needs Manager Youth Offending Service Adolescent Intervention Service Connexions

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Continue to develop joint working with the Learning Disabilities Partnership	<ol style="list-style-type: none"> <li>1. Continue representation on the learning disabilities partnership board and associated forums</li> <li>2. Ensure that service users with learning disabilities receive the required support to make applications and obtain suitable accommodation through the choice based lettings scheme</li> <li>3. Develop literature relating to services offered by Housing Needs in easy read formats</li> </ol>	<p>Continued attendance at the LDPB</p> <p>Link into the service for the accommodation officer in adult social care to assist clients in applying for accommodation</p> <p>Literature produced and uploaded to the PCC website</p>		December 2014	<p>Hayley Flaxman – Housing Needs Officer</p> <p>Learning Disabilities Partnership Board</p>
Supporting People to maximise the opportunities for creating a flexible floating support service to address the changing needs of vulnerable client groups.	<ol style="list-style-type: none"> <li>1. Carry out review of current floating support provision.</li> <li>2. Identify gaps in current provision.</li> <li>3. Produce report detailing gaps and provision identified.</li> </ol>	<p>Focused services who are focused on homelessness prevention</p>		<p>November 2013</p> <p>January 2014</p> <p>February 2014</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Sharon Malia – Housing Programs Manager</p>
Work with Peterborough Streets to develop effective day centre services	<ol style="list-style-type: none"> <li>1. Arrange visits to effective day centres with Peterborough Streets and Homeless Link.</li> <li>2. Utilise good practice to develop Peterborough Streets day centre services.</li> </ol>	<p>Visit arranged.</p> <p>Good practice identified and delivered at Peterborough Streets.</p>		<p>October 2013</p> <p>January 2014</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Peterborough Streets Day Centre</p> <p>Christine Spooner - Homeless Link</p>