

Appendix 1 – Homelessness Reduction Strategy Action Plan

Objective	Action	Target	Partners	Officer(s)	Target Date	RAG Rating	Comments
1	Eliminating the use of Travelodge type accommodation and reducing / eliminating the use of B&B type accommodation for temporary accommodation	To increase the provision of provision in area by up to 50 units to meet current demand	B&B providers / Private Developers / Landlords	Head of Housing Needs / Temporary Accommodation Lead Officer	Aug 2018	AMBER	Ongoing. Current providers have shown an ongoing willingness, but there are limited opportunities for expansion inside of Peterborough.
	Research other providers capacity/willingness to work with the council in providing accommodation in the Peterborough area for homeless households.	To increase the provision of provision in area by up to 50 units to meet current demand	B&B providers / Private Developers / Landlords	Head of Housing Needs / Temporary Accommodation Lead Officer	Aug 2018	AMBER	Ongoing. 14 units of self-contained accommodation secured in 2018/19. Further opportunities being explored.
	Investigate with registered providers potential opportunities for increasing hostel type provision for temporary accommodation	To identify whether any potential sites exist and assess costs for development /operation	Registered Providers	Head of Housing Needs / Temporary Accommodation Lead Officer	Nov 2018	AMBER	Limited willingness to consider expansion of hostel type accommodation, but reclassification of former sheltered accommodation is being considered.
	Ensure no 16 or 17 year olds are placed into unsuitable B&B	A partnership approach adopted to ensure no unsuitable placements	Children's Services / Youth Services / Supported	Housing Needs Operations Manager / Team Manager	May 2018	GREEN	Review of Homeless 16/17 year old protocol following new statutory guidance has been completed. No 16/17

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		type temporary accommodation		Accommodation Providers	– Family Safeguarding			year olds placed into B&B by Housing.
		Utilise preventative tools to keep households in their current accommodation	Support those at risk of eviction to remain in their own home by assisting with arrears / affordability issues / mediation	Private Landlords / Householders / County Court	Housing Solutions Officers / Visiting Officers / STS Client Team	June 2018	GREEN	Officers in Housing Needs making full use of new prevention tools.
		Utilise preventative tools to secure alternative suitable accommodation prior to having to leave the current accommodation	Support those who cannot be kept in their current home to move to alternative suitable permanent accommodation	Private Landlords / Registered Providers / Revs & Bens	Housing Solutions Officers / CBL Officers / Placements Officers / STS Client Team	June 2018	AMBER	Officers making use of tools where possible, but opportunities to move to alternative private sector accommodation limited due to affordability.
		Where homelessness cannot be prevented utilise preventative tools to keep households in their current accommodation for as long as possible in order to identify more suitable temporary accommodation	Early identification of potential T/A need to enable suitable accommodation to be found	Private Landlords / Householders / County Court	Housing Solutions Officers / Temporary Accommodation Officer / Placement Officers	July 2018	GREEN	Officers in Housing Needs making full use of new prevention tools.
2	Increase the supply of self-contained temporary accommodation options in order to	Work with private developers / landlords to procure additional units of self-contained	Identify supply of c.100 units of self-contained accommodation to be leased	Private Developers / Landlords	Head of Housing Needs / Temporary Accommodation Officer	April 2019	GREEN	Housing Commissioner role recruited to and in place. Media launch undertaken and properties have started

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support the reduction of B&B use	temporary accommodation to be used as an alternative to B&B type						filtering through as a result. Property Management arrangements to be finalised.
	Work with Medesham Homes to identify / deliver a pipeline of suitable self-contained accommodation to be used as temporary accommodation while demand exists and permanent supply going forward.	Identify / deliver c. 250 units of self contained units of accommodation. Use to be determined at handover.	Medesham Homes	Head of Housing Needs	March 2020	GREEN	Ongoing pipeline of delivery to start in July 2018
	Review the current lease with Stef & Philips for St Michael's Gate prior to agreed break to confirm need and make decision relating to entering final year.	To make an informed decision relating to the future need to enter into the 3 rd year and whether talks should be entered to discuss a lease beyond the current one	Stef & Philips / Commissioning Team / Legal Services	Head of Housing Needs	Nov 2018	BLUE	Not yet due
	Review the current lease with Cross Keys Homes for Elizabeth Court prior to ending to determine whether continued need and possible extension.	To make an informed decision relating to the future need and whether talks should be entered to discuss a lease beyond the current one	Cross Keys Homes / Commissioning Team / Legal Services	Head of Housing Needs	June 2020	BLUE	Not yet due

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3	Ensuring the effective implementation of the Homelessness Reduction Act and embracing the culture change this will bring	To review the current structure of the Housing Needs team and restructure the service to meet the requirements of the new legislation	To have a structure that is fit for purpose in effectively delivering on the requirements of the Homelessness Reduction Act	Human Resources	Assistant Director for Housing , Communities & Youth / Head of Housing Needs	April 2018	GREEN	Restructure proposed and consultation has ended. Interviews taking place with team to be fully recruited to and will be in place for 1st September 2018.
		Develop and implement a comprehensive training matrix for the Housing Needs Team to equip officers to meet the requirements of the act.	Housing Needs Officers have a full understanding of the duties under the act and feel well equipped to support clients effectively	Training & Development Team	Housing Needs Operations Managers	August 2018	GREEN	In progress, on course for completion in time for all roles being recruited to for 1st September 2018.
		To upgrade/replace current Northgate Housing System to ensure an effective Housing Register and CBL solution is in place while ensuring officers are supported with the management of caseloads and to support clients in maintaining personalised housing plans.	To have a supported IT solution, which meets the needs of the service and its reporting requirements	Serco ICT	Head of Housing Needs	April 2018 Amended Target Date Oct 2018	AMBER	Partially completed. Housing Jigsaw system in place supporting officers with the management of caseloads under the Homelessness Reduction Act. Further investigations required for suitable housing register and CBL system.

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	To review the current customer journey and adapt, embracing the opportunity for officers to work agile following the physical office move to Sandmartin House	Ensuring officers have suitable Communications/IT equipment to support Agile Working and customers are able to effectively access the service via a number of differing routes	Serco ICT / Property Services	Housing Needs Operations Managers	July 2018	AMBER	Housing Needs team are now moving to the Town Hall. Ongoing.
	Ensure systems capture the required information and data to meet the DCLG's H-CLIC reporting requirements	To be in a position to report the IT data required from the launch of the Homelessness Reduction Act	Serco ICT	Head of Housing Needs / Housing Systems & Performance Officer	July 2018	GREEN	Completed. Housing Jigsaw system in place to record and report to meet MHCLG requirements.
	Develop the Housing Pages on the councils website to ensure that information provided is accurate, current, supports applicants to make informed choices, gives realistic information not raising expectations and enables customers to self-help or electronically refer	Pages to be fully updated and reviewed regularly so remaining current to reduce unnecessary contact with the service. Facility for clients to self-refer via web form.	Media - Comms Team	Head of Housing / Housing Needs Operations Manager	Oct 2018	BLUE	Not yet due

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	themselves into the service.						
	Develop a Landlord forum for both private and social landlords are in attendance to discuss and remedy issues faced by landlords and the council in order to prevent the need for eviction action to take place.	Forum set up giving landlords and the Council networking opportunities in an informal setting	Private & Social Landlords	Head of Housing / Housing Needs Operations Manager	Dec 2018	AMBER	Private landlord newsletter to be reinstated. Further updates to follow.
	Develop a Homelessness Forum with Statutory, Voluntary and Faith Sector partners to provide governance of the strategy moving forward.	Set up regular forum to review and progress the homelessness strategy	Registered Providers, Voluntary Sector Partners, Faith Sector Partners	Service Director for Communities & Safety	July 2018	GREEN	Expansion of current Rough Sleeper Strategic Group being considered to meet this objective.
	Investigate & commission independent mystery shopper and stakeholder surveys to constantly review and improve customer journey		Shelter/Crisis	Head of Housing / Housing Needs Operations Manager	April 2019	BLUE	Not yet due
	Develop an effective communications		Media - Comms Team	Head of Housing / Housing Needs	Oct 2018	AMBER	Ongoing - proposals being discussed by

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		plan around homelessness and rough sleeping which provides information on key changes, successes and case studies year round.			Operations Manager			rough sleeping strategic group in July
4	Creating a suite of prevention tools which will give the Housing Needs team improved chances of success in preventing homelessness	Change the use of the Rent Deposit Loan Scheme and expand to cover rent in advance & deposit where a potential property is affordable and suitable. Extending repayments period to 5 years	Increased opportunity to prevent and relieve homelessness by providing interest free loans		Housing Needs Operations Manager / Housing Solutions Officers	April 2018	GREEN	Officers in Housing Needs making full use of new prevention tools.
		Review the current Discretionary Housing Payments Fund (DHP) to allow payments to clear rent arrears in order to keep households in their home.	Increased opportunity to prevent and relieve homelessness by clearing housing related debt	Serco Revs & Bens / STS client team	Senior Policy Manager / Housing Needs Operations Manager / Housing Solutions Officers	Aug 2018	AMBER	Discussions ongoing
		Utilise the Homelessness Prevention Fund to allow those not eligible for a DHP to	Increased opportunity to prevent and relieve homelessness by		Housing Needs Operations Manager / Housing	June 2018	GREEN	Officers in Housing Needs making full use of new prevention tools.

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		be assisted in the same way.	clearing housing related debt		Solutions Officers			
		Create a landlord assurance scheme to support landlords concerned about the impact of Universal Credit and lower Local Housing Allowances rates to cover rent shortfalls where a tenant is in receipt of benefits	Increased opportunity to prevent and relieve homelessness by supporting potential rent arrears accrual		Housing Needs Operations Manager / Housing Solutions Officers	Aug 2018	AMBER	Requires further investigation.
		Investigate the setting up of a local mortgage rescue scheme based on the Government's Mortgage Rescue Scheme, which ended in 2015.	Prevention of homelessness by supporting a household to remain in their home and increasing available social/affordable housing stock	Registered Providers	Head of Housing Needs	Dec 2018	BLUE	Not yet due
5	Support landlords and tenants to support them to overcome landlord / tenant issues which may lead to eviction action	Set up referral processes so landlords are able to refer "at risk" cases into the service in order to receive support from a dedicated officer to overcome issues.	Online referral routes created and referrals received	Private Landlords / Registered Providers	Housing Needs Operations Managers / Housing Solutions Officers	November 2018	BLUE	Not yet due

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	Use prevention tools such as DHP and homelessness prevention fund to assist with rent shortfalls / payment shocks / rent arrears in order to prevent possession action	Clients supported to remain in their homes	Private Landlords / Registered Providers / Serco Revs & Bens / STS client team	Housing Needs Operations Managers / Housing Solutions Officers	September 2018	GREEN	Officers in Housing Needs making full use of new prevention tools further investigations around the use of DHP to be considered.
	To act as mediator between landlord and tenant where poor communication could lead to landlords seeking to obtain possession of their property.	Clients supported to remain in their homes	Private Landlords / Registered Providers	Housing Needs Operations Managers / Housing Solutions Officers	August 2018	GREEN	Currently being delivered as part of the homelessness trailblazer project in Peterborough & Cambridgeshire. Officers in Housing Needs referring cases where required.
	To support landlords faced with issues of anti-social behaviour from their tenant or associated persons where eviction action is being considered.	Clients supported to remain in their homes	Private Landlords / Registered Providers / Prevention & Enforcement Service	Housing Needs Operations Managers / Housing Solutions Officers / Senior Prevention & Enforcement Officer	August 2018	GREEN	Currently being delivered as part of the homelessness trailblazer project in Peterborough & Cambridgeshire. Officers in Housing Needs referring cases where required.
	Investigate scheme to support landlords left with no option but to sell their property due to financial difficulties or constraints	Clients supported to remain in their homes / increase the supply of affordable housing	Private Landlords /	Head of Housing Needs / Empty Homes	March 2019	BLUE	Not yet due

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		related to repair obligations.						
		Support tenants to challenge possession action where landlords are not complying with the requirements of the Deregulation Act 2015	Clients supported to remain in their homes / Possession delayed for non compliance	CAB	Housing Needs Operations Managers / Housing Solutions Officers	August 2018	GREEN	Ongoing
		Create and host a pre-tenancy training course for clients and encourage mandatory completion to prepare clients for the responsibilities they will have when they are offered a property.	Setting clients up to reduce the chances of repeat homelessness	Serco ICT / Training & Development / Registered Providers	Housing Needs Operations Manager	July 2018	AMBER	In progress, course has been designed, but further investigation required into a suitable platform to host and how to make it mandatory.
6	Bringing together services to work holistically in ensuring financial inclusion, income maximisation and debt advice are accessible and prioritised in order to support preventative work	Investigate the co-location of Housing Needs, CAB advice, Benefits/Welfare Advice and set up effective referral processes to enable priority access to those who may be at risk of homelessness	Co-located prevention hub, one stop shop around homelessness prevention	CAB / Serco ICT / Property Services	Assistant Director for Housing , Communities & Youth / Head of Housing Needs / Senior Policy Manager	September 2018	GREEN	Agreement secured from CAB to co-locate with Housing Needs following move to the Town Hall. Priority referrals for debt advice and income maximisation from Housing needs already in place.

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	Review current admin and decision making in relation to the DHP fund and consider locating within the Housing Needs team.	Decisions for DHP made based on prevention of homelessness	STS Client Team / Serco Revs & Bens	Head of Housing Needs / Senior Policy Manager	July 2018 Amended Target Date Aug 2018`	GREEN	To be reviewed as part of further discussions with Serco Housing Benefits team.
	Investigate the benefits of the creation of a homelessness prevention hub drawing in a number of other service partners from the faith and voluntary sector to ensure a holistic approach to prevention	Co-located prevention hub, one stop shop around homelessness prevention	CAB / Serco Revs & Bens / Commissioning Team	Assistant Director for Housing , Communities & Youth / Head of Housing Needs / Senior Policy Manager	March 2019	BLUE	Not yet due
	Develop effective referral pathways ensuring that identified vulnerable groups are able to access services at the earliest opportunity and personalised action plans effectively support prevention and move on.	Individual pathways set up	Prisons / Armed Forces / NHS Hospitals / Leaving Care Teams / Housing Association Partners	Head of Housing Needs / Housing Needs Operations Managers / Senior Policy Manager	October 2018	BLUE	Not yet due

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7	Explore the potential of a Social Lettings Agency/Guaranteed Rent Scheme for private landlords	Investigate the benefits of the creation of a social letting agency, offering services to landlords in the private sector enabling the increase of supply of accommodation for households in housing need.	Increase the supply of accommodation for households in housing need	Private Landlords / Commissioning Team	Head of Housing Needs / Director of Commissioning / Empty Homes	September 2018	BLUE	Not yet due
		Assuming viability create a business model demonstrating benefits and identifying resource requirements and seek approvals for creation	Increase the supply of accommodation for households in housing need	Private Landlords / Commissioning Team	Head of Housing Needs / Director of Commissioning / Empty Homes	October 2018	BLUE	Not yet due
		Formulate a package offer for landlords giving a suite of options, which best fits their individual needs, but ensure access to accommodation in the private sector who might currently struggle.	Increase the supply of accommodation for households in housing need	Private Landlords / Commissioning Team	Head of Housing Needs / Director of Commissioning / Empty Homes	November 2018	BLUE	Not yet due

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		Set up scheme and roll out	Increase the supply of accommodation for households in housing need	Private Landlords / Commissioning Team	Head of Housing Needs / Director of Commissioning / Empty Homes	April 2019	BLUE	Not yet due
8	Ensure that information and advice on housing and homelessness prevention is widely available and that our customers are seen at the earliest possible opportunity	In reviewing the customer journey ensure that customers are able to access preventative support at the earliest opportunity	Early intervention opportunities maximised	Media - Comms Team / Serco – Front Door	Head of Housing / Housing Needs Operations Manager	October 2018	BLUE	Not yet due
		Review current web based information and ensure comprehensive information is available around all aspects of the service to enable clients to self-help where needed, but being careful not to discourage contact where essential	Pages to be fully updated and reviewed regularly so remaining current to reduce unnecessary contact with the service. Facility for clients to self-refer via web form.	Media - Comms Team	Head of Housing / Housing Needs Operations Manager	October 2018	GREEN	Ongoing - full review of content and updates to be completed by target date.
		Ensure that other Council departments/ Partners and Members are briefed on the warning signs of homeless and	Early intervention opportunities maximised	All relevant Council Departments / Members Services / Partners	Head of Housing Needs / Housing Needs Operations Manager	December 2018	BLUE	Not yet due

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		encouraged to refer clients into the service where a risk of homelessness is evident.						
9	Maintain services and create an effective supported accommodation pathway for single homeless and rough sleepers	Continue to review the work of the council and its partners as part of the rough sleeping strategic group to achieve the recommendations of the cross party task and finish group around rough sleeping	Ensuring rough sleepers are supported with an offer to leave the streets	Rough Sleeper Strategic Group	Head of Housing Needs	April 2018	GREEN	Many recommendations have been completed and good progress made on others. Additional funding secured from MHCLG to increase provision for rough sleepers which goes beyond the recommendations from the task and finish group.
		Maintain current resource levels around rough sleeping to support our ambitions to reduce rough sleeping	Ensuring rough sleepers are supported with an offer to leave the streets		Assistant Director for Housing , Communities & Youth / Head of Housing Needs	Ongoing	GREEN	Secured core funding for 2x FTE Rough Sleeper Outreach Officers as part of the Housing Needs Restructure.
		Create and take the lead role in a supported accommodation pathway for single homeless persons, ensuring effective management of supported	Ensuring effective use of supported accommodation provision and move on	Supported Accommodation Providers / Housing Programmes	Housing Needs Operations Manager	January 2019	BLUE	Not yet due

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		accommodation resource.						
		Work with the Councils Prevention & Enforcement service to ensure that effective enforcement action is being taken to tackle street based activity, often confused with rough sleeping.	Address the prevalent issue of begging & street drinking, which is not always associated with rough sleeping	Prevention & Enforcement Service	Head of Housing Needs	October 2018	GREEN	Ongoing - see rough sleeper report
10	Increase the focus on performance supported by clearer data	Measure the performance of officers on outcomes in relation to homelessness prevention rather than timescales to process to ensure high quality of casework	Officers have clear direction		Head of Housing Needs / Housing Needs Operations Manager / Housing Systems & Performance Officer	August 2018	GREEN	All objectives for officers detailed as part of the performance and development review process, which they will work to achieve during 2018/19 and year on year afterwards.
		Create monitoring systems which can provide live feedback on cases to reduce delays in processing due to information hunting	Supporting efficient processing of applications / allocations	Serco ICT	Head of Housing Needs / Housing Needs Operations Manager / Housing Systems & Performance Officer	January 2019	BLUE	Not yet due

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	Produce an effective relevant list of key performance indicators (KPI) in relation to homelessness and homelessness prevention	Effective relevant reporting		Head of Housing Needs / Housing Needs Operations Manager / Housing Systems & Performance Officer	April 2018	GREEN	These have been agreed and will reported on regularly once full team is in place working effectively.