

Appendix 1 – Homelessness Reduction Strategy Action Plan Update - June 2019

Objective	Action	Target	Partners	Officer(s)	Target Date	RAG Rating	June update	Priority actions 2019 - 2020	
1	Eliminating the use of Travelodge type accommodation and reducing / eliminating the use of B&B type accommodation for temporary accommodation	Investigate with current providers who have B&B type/shared accommodation within Peterborough the possibility of expansion of their portfolio to support our ambition to keep households in the city.	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	Dec 2018	GREEN	Ongoing. Current providers have shown an ongoing willingness. Reducing numbers in B&B type accommodation currently means there is sufficient provision in the city.	To continue to reduce the use of B and B
		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	Mar 2019	GREEN	Ongoing. 14 units of self contained accommodation secured in 2018/19. Further opportunities being explored.	Continued close collaboration with Cross Keys Homes, and other providers, to develop innovative solutions
		Investigate with registered providers potential opportunities for increasing hostel type	To identify whether any potential sites exist and assess costs for development /operation	Registered Providers	Head of Housing Needs / Temporary Accommodation Lead Officer	Mar 2019	AMBER	Limited willingness to consider expansion of hostel type accommodation, but reclassification of former sheltered	As above

	provision for temporary accommodation						accommodation is being considered. 18 units of accommodation secured with CKH at Tyesdale. Cross Keys Homes has begun work in Tyesdale to convert it from Sheltered Accommodation.	
	Ensure no 16 or 17 year olds are placed into unsuitable B&B type temporary accommodation	A partnership approach adopted to ensure no unsuitable placements	Children's Services / Youth Services / Supported Accommodation Providers	Housing Needs Operations Manager / Team Manager – Family Safeguarding	May 2018 Ongoing	GREEN	Review of Homeless 16/17 year old protocol following new statutory guidance has been completed. No 16/17 year olds placed into B&B by Housing at any time during 2018/19	Ongoing
	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 Ongoing	GREEN	Officers in Housing Needs making full use of new prevention tools.	Ongoing. This is now core business in the Housing Needs Team as part of the new ways of working
	Utilise preventative tools to secure alternative suitable accommodation prior to having to	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 /	June 2018 Ongoing	GREEN	Officers making use of tools where possible, but opportunities to move to alternative private sector accommodation	As above. New PRS (Private Rented Sector) scheme being launched in June 2019 and will make a significant contribution to this work

		leave the current accommodation			STS Client Team			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 Ongoing	GREEN	Officers in Housing Needs making full use of new prevention tools. Review of bookings in ensuring officers have considered all alternatives prior to provision of accommodation in place.	Ongoing - as above and now core business in the Housing Needs team
2	Increase the supply of self-contained temporary accommodation options in order to support the reduction of B&B use	Work with private developers / landlords to procure additional units of self contained temporary accommodation to be used as an alternative to B&B type	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	Post Holder left the organisation and alternative arrangements have been put in place. NPS are managing the scheme and accepting further properties which meet our needs. 41 properties secured to date. PCC capital investment of £10m to purchase properties has been implemented, on target to purchase 50.	The work started during 2018/ 19 to be continued. Continue to review future demand, with a view to procuring the right mix of properties to meet need.

	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 Ongoing	GREEN	29 Units at Midland Road now handed over and allocated. Priority given to homeless households in temporary accommodation. Bretton Court has received planning consent.	Ongoing
	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	GREEN	Complete, has been agreed to not end deal at 2 year break clause. Discussions ongoing as to future beyond current agreement.	Discussions ongoing about future requirements
	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	GREEN	Not yet due	

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	BLUE	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. Complete	COMPLETED
		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	Jan 2019	BLUE		COMPLETE
		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	To have a supported IT solution, which meets the needs of the service and its reporting requirements	Serco ICT	Head of Housing Needs	March 2019	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. Serco ICT commencing programme of works	New Housing Jigsaw system to be implemented by end July 2019

	clients in maintaining personalised housing plans.						to implement Housing Jigsaw as CBL HR system.	
	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	Feb 2019	AMBER	Housing Needs team have moved to Town Hall. Ongoing. Housing Solutions Officers awaiting to have mobile phones so that they can be effectively contacted by their homeless cases.	Secure mobile phones for housing needs team by 1st August 2019.
	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	BLUE	Completed. Housing Jigsaw system in place to record and report to meet MHCLG requirements. Ongoing difficulties with changing requirements from the MHCLG have proved to be troublesome.	COMPLETE
	Develop the Housing Pages on the councils website to ensure that information	Pages to be fully updated and reviewed regularly so remaining current to reduce unnecessary	Media - Comms Team	Housing Needs Team Leader	Dec 2018	GREEN	Ongoing, Pages have been updated to reflect changes in legislation and duty to refer links have been included.	Further development of self help information required.

	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 themselves into the service.	contact with the service. Facility for clients to self-refer via web form.					We are working with ICT to develop a tool where customers can “triage” themselves when they need homeless assistance. We are using the PCC website to update customers about the change to the HR system (Housing Jigsaw).	
	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	Jan 2019	AMBER	We are recruiting to a team leader for the PRS w/c 17th June 2019. They will lead on this piece of work. As an interim we have someone in post researching best practice examples and developing a suitable incentive package. Starting to compile lists and make contact with landlords.	Establish Landlord Forum by September 2019.
	Develop a Homelessness Forum with Statutory, Voluntary and Faith Sector	Set up regular forum to review and progress the homelessness strategy	Registered Providers, Voluntary Sector Partners, Faith Sector Partners	Assistant Director for Housing Communities and Youth	July 2018	GREEN	Expansion of current Rough Sleeper Strategic Group being considered to meet this objective.	4th Forum meeting taking place on 4th July. Forum will be closely involved in the

	partners to provide governance of the strategy moving forward.						<p>Safer off the Streets launched 10/10/2018</p> <p>3 Forum meetings held. Focus on joint work to improve responses to children and young people, domestic abuse victims and people impacted by substance misuse and mental health issues.</p>	development of the new Homelessness Reduction Strategy for 2020 - 2025
	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	GREEN	STAR review system included Housing Jigsaw	Mystery Shopper exercise to be commissioned by September 2019
	Develop an effective communications plan around homelessness and rough sleeping which provides information on key changes, successes and		Media - Comms Team	Assistant Director for Housing, Communities & Youth	Oct 2018	GREEN	Plan developed and in place	Review Communications plan by September 2019

		case studies year round.							
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	BLUE	Officers in Housing Needs making full use of new prevention tools.	COMPLETED
		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	Minor changes in referrals process and limited use as a homelessness prevention tool due to lack of eligibility. Ongoing discussions with HB team. Agreement to utilise DHP for rent in advance cases. Further exploration of homelessness prevention opportunities required.	Ongoing
		Utilise the Homelessness Prevention Fund to allow those	Increased opportunity to prevent and relieve homelessness by		Housing Needs Operations Manager /	June 2018	GREEN	Officers in Housing Needs making full use of new prevention tools.	Ongoing - core business

		not eligible for a DHP to be assisted in the same way.	clearing housing related debt		Housing 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	Jan 2019	AMBER	The PRS roles which we are recruiting to w/c 17th June 2019 will research and implement this.	Embedding the new arrangements with the PRS roles
		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 / Corporate Finance	Mar 2019	GREEN	Not yet due	Scheme to be scoped and agreed with corporate finance. Update by end August 2019.
5	Support landlords and tenants to overcome landlord / tenant	Set up referral processes so landlords are able to refer "at risk" cases into the service in	Online referral routes created and referrals received	Private Landlords / Registered Providers	Housing Needs Operations Managers / Housing	Feb 2019	AMBER	Expansion of duty to refer referral processes to RPs and Private Landlords. Protocol to be finalised and	Discussions ongoing with Cross Keys Homes. Pilot agreed and due to commence in July 2019

issues which may lead to eviction action	order to receive support from a dedicated officer to overcome issues.			Solutions Officers			shared. 2 month pilot with CKH and then rolled out to others.	
	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 required.	Ongoing.
	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.	Ongoing
	To support landlords faced with issues of anti-social behaviour from their tenant or associated persons where	Clients supported to remain in their homes	Private Landlords / Registered Providers / Prevention & Enforcement Service	Housing Needs Operations Managers / Housing Solutions Officers / Senior	August 2018	GREEN	Currently being delivered as part of the homelessness trailblazer project in Peterborough & Cambridgeshire. Officers in Housing Needs referring	Ongoing

		eviction action is being considered.			Prevention & Enforcement Officer			cases where required.	
		Investigate scheme to support landlords left with no option but to sell their property due to financial difficulties or constraints related to repair obligations.	Clients supported to remain in their homes / increase the supply of affordable housing	Private Landlords /	Head of Housing Needs / Empty Homes	March 2019	GREEN	Some cases being filtered through to Property Purchase initiative, but further investigation required into feasibility of creation of scheme.	Ongoing action to be taken to look into the feasibility of the scheme.
		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	In place	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	BLUE	In progress, course has been designed, but further investigation required into a suitable platform to host and how to make it mandatory. Has been made live and is being communicated to all those currently on the housing register as part of our communications about the new system.	COMPLETED
6	Bringing together services to work holistically in ensuring financial inclusion, income maximisation and debt advice are accessible and prioritised in	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	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 Dec 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.	Continue to develop future options and models to enhance the preventative offer

order to support preventative work	risk of homelessness						Further discussion required around roles and responsibilities	
	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`	AMBER	To be reviewed as part of further discussions with Serco Housing Benefits team. Ongoing discussions and close liaison with HB team. Agreement to utilise DHP for rent in advance cases. Regular updates on use of DHP at Housing Programme Board	Further exploration of homelessness prevention opportunities required
	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	GREEN	The Homelessness Forum has been established and is focussing on developing improved pathways between services around specific vulnerable groups. This is being enhanced by the work of the Cambridgeshire and Peterborough Homelessness Trailblazer.	Explore and develop ideas further through the Forum

		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	Mar 2019	GREEN	Duty to refer mailbox and online referral forms set up. Training for partners to be delivered over the coming months. MHCLG funding to support homeless veterans secured and will enhance the local offer to this group.	Ongoing Training is being delivered to different services on HRA and how to refer. Appointment of a Homeless veterans project officer for Cambridgeshire and Peterborough.
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	Mar 2019	GREEN	Further investigation required. Included as part of the PRS bid submission.	Ongoing - will be delivered through PRS Team.

		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	Mar 2019	GREEN	Further investigation required. Included as part of the PRS bid submission.	Ongoing will be delivered through PRS team.
		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	Mar 2019	GREEN	Further investigation required. Included as part of the PRS bid submission.	Ongoing -will be delivered through PRS team.
		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	GREEN	Further investigation required. Included as part of the PRS bid submission.	Ongoing- will be delivered by PRS team.
8	Ensure that information and advice on housing and homelessness	In reviewing the customer journey ensure that customers are able to	Early intervention opportunities maximised	Media - Comms Team / Serco – Front Door	Head of Housing / Housing Needs	Feb 2019	GREEN	Ongoing - to look at self service through the online portal.	Ongoing -To look at options for self service through the online portal.

	prevention is widely available and that our customers are seen at the earliest possible opportunity	access preventative support at the earliest opportunity			Operations Manager			
	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, Pages have been updated to reflect changes in legislation and duty to refer links have been included. Further development of self help information required.	
	Ensure that other Council departments/ Partners and Members are briefed on the warning signs of homeless and encouraged to refer clients into the service where a risk of homelessness is evident.	Early intervention opportunities maximised	All relevant Council Departments / Members Services / Partners	Head of Housing Needs / Housing Needs Operations Manager	Feb 2019	BLUE	Duty to refer mailbox and online referral forms set up. Training for partners to be delivered over the coming months. Training has been delivered across departments.	COMPLETED

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	<p>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.</p> <p>We continue to bid for funding opportunities and have recently been successful in the Rapid Rehousing Pathway funding for 12 months to secure 2 navigators and a supported lettings role.</p>	Ongoing through the Safer Off the Streets Partnership
		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.	<p>Review funding for 2020/21 in the light of any new government funding streams.</p> <p>Continue to support the Garden House to secure ongoing external funding and place on a sustainable footing for the future.</p>

		Create and take the lead role in a supported accommodation pathway for single homeless persons, ensuring effective management of supported accommodation resource.	Ensuring effective use of supported accommodation provision and move on	Supported Accommodation Providers / Housing Programmes	Housing Needs Operations Manager	January 2019	GREEN	Development of pathway required. Many partners are on board with the principle. Currently developing what the pathway and the referral and allocation mechanism would look like.	Ongoing - developing the pathway and implementing a successful referral and allocation system.
		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	Dec 2018	GREEN	Ongoing - Rough Sleeper Task & Targeting meetings have been set up and will be homelessness led, but will focus on individuals rather than locations.	Ongoing work with the PES service.
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	Officers have clear direction		Head of Housing Needs / Housing Needs Operations Manager / Housing Systems &	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.	Ongoing.

		quality of casework			Performance Officer				
		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	Housing jigsaw system being well utilised across the team.	COMPLETED
		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 Managers / Housing Systems & Performance Officer	Dec 2018	BLUE	Dashboard has been developed and will be updated regularly with performance reported to the Housing Programmes Board.	COMPLETED