



# Homelessness & Rough Sleeping Strategy

2021 - 2026

## Contents

	Page Number
Introduction	2
The way we work	3
Our aims and priorities	3
Our plan for achieving priorities	
<ul style="list-style-type: none"> <li>• Priority 1 - A systems wide relentless focus on preventing and relieving homelessness</li> </ul>	4
<ul style="list-style-type: none"> <li>• Priority 2 - Aspire to create a positive experience for all clients on their homelessness journey and work to ensure that homelessness is a one-off event</li> </ul>	4
<ul style="list-style-type: none"> <li>• Priority 3 - Ensure suitable homes are made available, that clients support needs are met, and they feel part of their community</li> </ul>	5
<ul style="list-style-type: none"> <li>• Priority 4 - Empower rough sleepers and those at risk of rough sleeping to make positive choices to move on to suitable homes</li> </ul>	6
<ul style="list-style-type: none"> <li>• Priority 5 - Strengthening our partnership &amp; multi agency work through transformation to achieve a whole city approach to tackling homelessness</li> </ul>	7
Covid 19 and the impact	7
Partnership	8
Governance	8
Strategy Action Plan	
<ul style="list-style-type: none"> <li>• Priority 1 - A systems wide relentless focus on preventing and relieving homelessness</li> </ul>	9
<ul style="list-style-type: none"> <li>• Priority 2 - Aspire to create a positive experience for all clients on their homelessness journey and work to ensure that homelessness is a one-off event</li> </ul>	14
<ul style="list-style-type: none"> <li>• Priority 3 - Ensure suitable homes are made available, that clients support needs are met, and they feel part of their community</li> </ul>	17
<ul style="list-style-type: none"> <li>• Priority 4 - Empower rough sleepers and those at risk of rough sleeping to make positive choices to move on to suitable homes</li> </ul>	22
<ul style="list-style-type: none"> <li>• Priority 5 - Strengthening our partnership &amp; multi agency work through transformation to achieve a whole city approach to tackling homelessness</li> </ul>	24

## Introduction

I am pleased to introduce Peterborough's Homelessness Strategy 2021-2026, which sets out how we intend to prevent and relieve homelessness across the city over the next 5 years.

The strategy has an essential role to play in the delivery of the Council's wider strategic aims and priorities, whilst considering regional and local perspectives of both housing and homelessness. It is key to driving forward our strategic vision and priorities linking to our ambitions for a bigger and better Peterborough.

The challenge in dealing with Covid 19 has been monumental and the way the city has come together in tackling the issues since March 2020 have been astounding. The strengths of our partnerships were truly tested and I'm proud of how the voluntary, statutory, community and faith-based services stood tall in dealing with the task.

It's vital that we continue to build these relationships and not underestimate the role these sectors have to play in supporting us to meet our aims.

Through the partnership approach we supported many households that have found themselves at risk of homelessness over the three years. These outcomes are even more outstanding when set against a backdrop of significant cuts to funds for public services over a number of years.

The Council's new Homelessness and Rough Sleeping Strategy considers the challenges that we will face over the coming years and how we intend to meet them. The Strategy recognises that while the risk of homelessness can affect any household; low wage and welfare reliant households are disproportionately represented. Furthermore, for some of our most vulnerable people, escaping the risk of homelessness has become increasingly more difficult.

Therefore, the new Strategy aims not only to help prevent homelessness but also to provide help and opportunities for people to identify and build on their personal capabilities, to help them into training and employment and to link them with community networks and support agencies. To provide opportunities that help people to achieve more sustainable outcomes and enable them to contribute to the communities in which they live.

Key to our success will be the continued partnership approach we have built across the city over the last few years. The Council is committed in its approach to prevent households from becoming homeless with our partners and through the support of all our communities.



Cllr Steve Allen

Portfolio Holder for Housing, Culture and Communities

## PETERBOROUGH CITY STRATEGY TO TACKLE HOMELESSNESS AND ROUGH SLEEPING 2021 - 2026

Tackling homelessness requires a whole network of partner organisations and people with lived experience to join together, share, listen and act. Peterborough has made great progress in recent years in developing our response whilst faced with an unprecedented rise in people becoming homeless, ensuring needs are met and laying solid foundations for the future.

This strategy builds on our existing work alongside the knowledge of what we need to do collectively, to make a sustained and long-term change to ensure that those who become homeless are supported into sustainable permanent accommodation.

### The Way We Work

We are committed as a partnership to taking a **person centred approach**. We will work alongside people with lived experience ensuring that they influence and guide the approach taken by services in the delivery of our strategy. We will work in a way which builds on the strengths and assets of each person, taking a trauma informed approach where appropriate.

Our strategy will be informed by **place**, recognising the role of communities and neighbours in identifying and addressing problems early. In developing affordable housing options, we will consider the impact of growth and development at a local level.

We will work in **partnership and use systems leadership** to achieve good outcomes for those in greatest housing need, making the most of our data to understand individual and community need, and deliver the best individual and community solutions possible.

### Our Aim and Priorities

#### Aim: Acting as One City to End Homelessness

Our understanding of needs in the city, and from what those with lived experience have told us, shows that we have five priorities for the next 5 years:

1. A systems wide relentless focus on preventing and relieving homelessness
2. Aspire to create a positive experience for all clients on their homelessness journey and work to ensure that homelessness is a one-off event
3. Ensure suitable homes are made available, that clients support needs are met, and they feel part of their community
4. Empower rough sleepers and those at risk of rough sleeping to make positive choices to move on to suitable homes
5. Strengthening our partnership & multi agency work through transformation to achieve a whole city approach to tackling homelessness

Our strategy will apply to all, but we recognise that some people are affected by different factors in their lives which may make them more vulnerable to becoming homeless, or who may struggle to find a pathway out of homelessness if it happens to them.

The test of our strategy will be on how well we have made an impact with households who are:

- on a low income, or living in poverty
- have been the victim of domestic abuse
- affected by poor mental health
- people with an addiction or dependency on substances such as drugs or alcohol
- in hospital without homes to go to

- prison leavers
- young people – those who are leaving care or who have other vulnerabilities

### **Our plan for achieving our priorities:**

#### **Priority 1 - A systems wide relentless focus on preventing and relieving homelessness**

The best way to end homelessness is to prevent it happening in the first place. In recent years, a shift has been made in homeless services to preventing homelessness. It is essential that we continue to build on this progress and secure even greater efforts to prevent homelessness before it happens and to respond effectively when it does happen to prevent the situation worsening and leading to a cycle of repeat homelessness for that person. We wish to foster a culture of early prevention through increasing awareness of homelessness and working with partners to educate all.

Our front-line staff and wider partnership acknowledge that being able to access services on-line is important, and that there is much more multi-agency working taking place now which helps us focus on solving problems together. The pandemic has provided opportunities to improve joint working and take positive steps towards our shared outcomes. This strategy will aim to build on this work and increase the opportunities for both preventing and relieving homelessness.

The Homelessness Reduction Act promotes the principles of those who can help themselves to do so. The Council's website has an essential role in empowering this cohort and we will ensure that it is a factual and user friendly to provide opportunities for self-serve.

To deliver this priority, our key actions for the next 5 years will include:

- Publicity and awareness raising
- Effective online information and advice
- Creation of pre- eviction protocols
- Early identification of those threatened with homelessness

#### **Priority 2 - Aspire to create a positive experience for all clients on their homelessness journey and work to ensure that homelessness is a one-off event**

Staff need to be well informed and trained in responding to trauma, addictions and mental and physical health. Providing a customer focused service that considers the health and wellbeing needs alongside their support and accommodation requirements. The service needs to respond and change to person centered approach ensuring that support is provided to maximise the opportunities for long term tenancy sustainment.

To deliver this priority, our key actions for the next 5 years will include:

- co-production - working alongside our clients to ensure that what we do builds on their lived experience and through our partnership with safer off the streets.
- system transformation – developing services that respond to the client's needs
- effective information sharing
- access to advice and assistance at the correct time.
- creating apprenticeships for those with lived experience
- improving knowledge and advise across the partnership
- Domestic Abuse Accreditation
- improved partnership working

#### **Priority 3 - Ensure suitable homes are made available, that clients support needs are met, and they feel part of their community**

There is a need to increase the supply of affordable housing in order to maximise opportunities for both preventing and relieving homelessness. The increase will also have an impact on the length of time that households spend in temporary accommodation.

Housing Providers continue to deliver in Peterborough, but the needs of some groups are not and cannot be met. The Council is seeking to reintroduce council housing. This will provide additionality in the city and will

go some way to support the needs of a growing cohort of people who cannot be housed by housing associations.

People who we have spoken to tell us that their needs are simple – to have their own home, where they feel safe and secure, and which they can afford. Although much of the temporary accommodation provided in the city is of good quality, people who live there wish to be in a more settled home where they can start to rebuild their lives. Many people who are living in temporary accommodation can get ‘stuck’ because there are not enough affordable rented homes to move into.

People who have experienced homelessness tell us that they need to provide security for their family. For some people, the priority is to have a job which will enable them to improve money coming into the house. Whilst some people find they are getting the right support if they need it, for others, communication and support from agencies could increase their opportunities to thrive. People who we have spoken to say that they would like to wait for less time to get a long term home, and more advice and guidance to be available.

Having a safe affordable home of your own in an area you want to live is an absolute priority for people. To achieve this there needs to be enough affordable accommodation for all. The creation of the Housing Revenue account will work towards this alongside access to safe and secure accommodation in the private rented sector.

Front line staff and partners have said that it’s important to set the right expectations with all residents of the City about how available social housing is because there is not enough social housing in the city to meet demand. We need to work more with landlords to reduce the stigma of people who may be claiming benefits. We also need to work with our residents, and landlords to help people see that the private rented sector is a viable and desirable alternative option to social housing through the further development of our private rented sector team. We need to be proactive with our engagement with private sector landlords and work together to understand the reasons and barriers to access and loss of accommodation.

The support needs of clients are an essential element of resolving their homelessness. Support needs to be both flexible and responsive to the changes in the individual’s circumstances. Supporting them through their journey to preventing or relieving their homelessness alongside recognising and responding to their changing needs whilst empowering them to live independently.

For those who may be living in hostels, or in supported accommodation, there is a need to develop options for appropriate move-on accommodation, which provides the right type of tenancies to meet those with a variety of needs.

Having a stable home enables people to access support services, integrate into the local community and when possible, access training and employment.

To deliver this priority, our key actions for the next 5 years will include:

- Creation of the Housing Revenue Account.
- Working with landlords to improve options in the private rented sector.
- Ensuring that there are the right numbers of affordable homes in the city to meet need – both for temporary accommodation and for long term homes.
- Developing move-on accommodation options for those who need the most support or who most have the challenging circumstances.

#### **Priority 4 - Empower rough sleepers and those at risk of rough sleeping to make positive choices to move on to suitable homes**

We continue to experience a flow of people who find themselves rough sleeping. It is unsafe and unacceptable for anyone to be homeless on the streets. With our partners we want to continue our commitment to reducing and working towards eliminating rough sleeping in the city.

People who are, or who have been street homeless, tell us that their hopes for the future are to live a normal life. Many tell us that they want to be free of addictions which may be a barrier to work and obtaining and keeping a tenancy. Some have described the difficulty of getting their own home because they don’t have a guarantor or cannot raise the rent deposit needed. Getting a job and having an income are often the things which people want, and which they know can make the difference. However, for many people finding a route

from the street to a long term home can be difficult and complex, and the support available to them in the City can be crucial in helping them make this journey.

Some people who engage in street life in the city are not actually homeless, and the impact on other residents of the City of those who may be disruptive or not willing to engage with services can be negative. Support is important for those who want and need it, but we also need to be clear on how we can preserve a good standard of life for everyone using the city centre.

Developing and implementing the processes and procedures to reduce rough sleeping is an ongoing process that needs continual input and co-operation. Across our partnership, a huge amount has been achieved in the last two years. The Safer off the Streets partnership and the establishment of the Garden House provide solid foundations for our ambitions for the next five years. Our work to build and foster our community connections, driven by the Think Communities approach, extends the capacity and reach for identifying need early and ensuring people get the right help at the right time. Our focus is on creating the right conditions for everyone to have a chance of living their full potential.

To deliver this priority, our key actions for the next 5 years will include:

- Creation of Housing First accommodation
- Empowering rough sleepers
- Reconnection services for ineligible rough sleepers
- Improve health and wellbeing of rough sleepers
- Next Steps Accommodation Programme

### **Priority 5 - Strengthening our partnership & multi agency work through transformation to achieve a whole city approach to tackling homelessness**

The reasons for homelessness are complex and require a whole system approach to make an impact. Causes of homelessness are personal, but also driven by policy and wider public sector reform, including legislative changes. To address homelessness in Peterborough requires a partnership response which brings together the resources and capacity across those with lived experience, the voluntary, community, statutory and private sector. Our ambition for the next five years builds on our common goal to reduce the numbers of people becoming homeless and improved outcomes for those who do become homeless.

Collaboration between partners including physical and mental health, housing, addictions alongside people with lived experience of homelessness is essential in both designing and delivering effective services.

To deliver this priority, our key actions for the next 5 years will include:

- Review Duty to Refer processes
- Carry out research to establish reasons for rough sleeping and develop solutions
- Formation of a strategic Choice Based Lettings Group
- Monitor and oversee the Homelessness Strategy through the Steering Group
- Create an online directory of Homelessness Services
- Development of a multi agency homeless hub
- Multi-agency training programme
- System transformation – Implementing new pathways for most vulnerable

### **Covid 19 and the impact**

The months since March 2020 have been extraordinary. The way the city came together to support through the pandemic was simply amazing.

On the 26 March 2020 the MHCLG issued an instruction letter to all local authorities as part of the “everyone in” campaign. The four main principles of this campaign were to focus on those rough sleeping, at risk of rough sleeping, and those accessing accommodation that made following social distancing guidelines difficult.

In Peterborough the impact of this was that we were no longer able to use the crash bed facilities we had secured at Longhurst Homes, or go ahead with the plans to extend the winter night shelter provision or the additional 12 crash bed facilities we had secured funding for in the 2020-21 Rough Sleeper Initiative funding.

The MHCLG instructed local authorities would need to work with the NHS and other partners to provide accommodation that would enable rough sleepers to self-isolate, to prevent the transmission and risk of transmission of COVID symptoms.

The council worked in partnership with Safer off the Streets partners, including Light Project Peterborough, Longhurst Homes, Cross Keys Homes, Peterborough Soup Kitchen, and Aspire CGL to secure accommodation initially at the Holiday Inn Express, Orton Northgate, which was later extended over 3 sites.

At the height of the pandemic, the shelters were accommodating over 150 rough sleepers. Support was offered 24hrs a day with 3 meals being provided by Safer off the Streets Partners, access to health care from the outreach nurse, access to mental health support from a mental health nurse and drug and alcohol support from Aspire CGL.

As part of the resettlement planning, the Private Rented Sector team worked hard to find suitable properties. Registered Social Landlord partners supported with further accommodation and supported accommodation settings created vacancies. In total 90 rough sleepers were supported into long term accommodation. 75 of these have been resettled directly from the rest centres and 15 from supported accommodation settings into long term accommodation.

This was achieved through support from partners and commitment from staff to make a difference during these challenging times. Opportunities were created to work in a different way, to work holistically and achieve positive outcomes in homelessness, substance misuse and health and wellbeing. Persons who have been unable to leave the streets for years have taken the first step to sustaining long term accommodation alongside accessing the support they need.

The impact of the pandemic is likely to be far reaching in terms of housing and homelessness, making it difficult for some to meet their housing costs. This will become clearer once the furlough scheme has been brought to a close and there is an understanding of the true impact on employment levels and incomes across the city.

## Partnership

The work of partners during the pandemic has provided opportunities for partnership working and the Housing Needs service has taken the opportunity to strengthen and grow their working relationships with partners in the statutory, voluntary and faith sectors. The success of the joint working to overcome barriers and to support rough sleepers to access accommodation, support and health services have been amazing. The Housing Needs service are keen to build on this work and further strengthen those working relationships.

Quite simply homelessness is everyone's problem and requires a systems wide approach to tackling it if we are going to achieve the aim of eliminating rough sleeping and homelessness.

## Governance

The strategy has been developed in partnership with members of the Homelessness Strategy Steering Group. These key stakeholders include Cross Keys Homes, Longhurst Housing Group, Cambridgeshire Constabulary, Light Project Peterborough, Public Health and Adult Social Care. Together this partnership identified the strategic objectives and priorities for the strategy. The group has worked hard over the last eighteen months to develop a strong partnership working in a flexible and sustainable manner whilst promoting accountability, alongside pragmatism.

The strategy will be monitored through the Homelessness Strategy Steering Group and through the members within this group. The accountability will be through monthly meeting and progress with achieving the actions within the plan. The group will work together to address local issues and deliver specific elements of homelessness strategies. All partners have acknowledged a commitment to attend and continue in the development of the strategy over the next 5 years.



**Priority 1 - A systems wide relentless focus on preventing and relieving homelessness**

*Objective 1.1 - Improve the housing and homelessness pages on Peterborough City Council's website with comprehensive and interactive advice including support agencies.*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Complete review of websites that reflect partnership working alongside homelessness advice.	By 01/06/22 increase the number of people who access and use the website by 25%	Empower customers to make informed choices. Reduction in the number of households making a homeless application.	Sean Evans – Head of Housing Needs Service	Longhurst Housing Association Cross Keys Homes P3 – People, Potential, Possibilities Carezone Mind CPFT Aspire - Peterborough Cambridgeshire Constabulary Light Project Peterborough Citizens Advise Bureau Adult Social Care Mental Health Exemplar
2. Monitor enquiries into the Housing Needs Inbox and via the telephone to establish enquiry type and reflect this within information on the website.	Achieve a 25% reduction in email enquiries from those threatened with homelessness.	Reduces the case work of officers to enable them to provide better services and respond to enquiries more quickly.		
3. Work with partners to Provide their support services and information on our website.	To provide a holistic approach to tackling and preventing homelessness.	Customers have easy access to all information and support services and are signposted to the most appropriate partner. Information on our website is up to date and customers have access to the latest information.		
4. Review on a quarterly basis. Updating as required. Ensure information is relevant and up to date.	Undertake quarterly reviews of the self-service portal from 01/01/22.			

*Objective 1.2 - A systems wide focus to develop and launch a campaign to educate and raise awareness of help available to those threatened with homelessness and encouraging them to seek advice at an early stage.*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Invite Safer off the Streets partners to take an active role in campaign by 01/02/21. 2. Establish working group 01/04/21. 3. Develop actions and targets to deliver by 01/06/22. 4. Campaign and education programme commencing 01/08/22.	A 25% increase in households contacting us prior to becoming homeless by 01/12/23.	Increase public awareness of homelessness services. Ensure those threatened with homelessness are aware of services. Promote homelessness services and increase those contacting at earliest opportunity.	Sarah Scase – Housing Needs Operations Manager	Safer Off the Streets Partners Adult Social Care The Cambridgeshire Hub Citizens Advise Bureau Aspire Recovery Service DA Services Housing Enforcement Services Mental Health Exemplar Emma Rogers – Communications Manager

148

*Objective 1.3 - Implement measures to support people being asked to leave friends and family to remain in their accommodation when it is safe to them to remain.*

Action	Target and Date	Outcomes	Lead officer/s	Partners
1. Consider options for enhanced priority on EHR if applicant does not become homeless in refreshed Allocations Policy.	Achieve a 10% reduction in the number of households making a homeless declaration and those proceeding to accepting a full statutory duty by 01/07/22.	Reduce the number of households requiring homelessness assistance. Maximise opportunities for those at risk of homelessness to be able to receive an offer of alternative accommodation.	Sarah Scase - Housing Needs Operations Manager	

<p>2. Liaise with Benefits and Systems Manager to explore the viability of accessing DHP to enable households to receive incentive to stay in their current accommodation.</p>	<p>Achieve a 10% increase in households receiving an offer whilst in prevention stage through the Peterborough Homes Housing Register by 01/11/22. Establish if DHP can be utilised to prevent homelessness because of friends and family asking persons to leave by 05/01/22.</p>	<p>Maximise opportunities for persons to remain in their current accommodation.</p>	<p>Sarah Hebblethwaite – Housing Needs Operations Manager</p>	<p>Jess Cox - Benefits and Systems Manager</p>
<p>3. Maximise opportunities to make a private rented sector offer to those being asked to leave friends and family at relief stage.</p>	<p>Increase the number of PRS offers made to households being asked to leave at relief stage by 25% by 01/05/22.</p>	<p>Reduce the number of households having to be provided with temporary accommodation.</p>		
<p>4. Implement appropriate measures and review quarterly against number of presentations and acceptances from households being asked to leave by friends or family.</p>	<p>Review prevention measures on a quarterly basis from 01/6/22.</p>	<p>Support households to remain in their accommodation and when not possible support with an alternative offer.</p>		

*Objective 1.4 - Formalise a pre- eviction protocol for private sector landlords.*

Action	Target and Date	Outcome	Lead Officer/s	Partners
<p>1. To produce a draft pre- eviction protocol with Private Sector landlords and agree formal use of</p>	<p>Reduce the number of homeless declarations from households with s21 notices by 10% by 01/06/22.</p>	<p>Improve the working relationship with private rented sector landlords and increase access to the private rented sector.</p>	<p>Sarah Hebblethwaite – Housing Needs</p>	<p>Private Landlords Prevention and Enforcement Service</p>

<p>DHP as prevention tool for arrears.</p> <p>2. To trial protocol with 2 landlords.</p> <p>3. To make appropriate changes and expand to all landlords who wish to sign up to protocol</p> <p>4. Develop communications plan.</p> <p>5. To review impact and formalise protocol.</p> <p>6. Continue quarterly review using feedback and data from PRS partners.</p>	<p>Increase the access to private sector accommodation for homeless households by 15% by 01/06/22.</p>	<p>Reduce the number of evictions from private rented sector accommodation.</p>	<p>Operations Manager</p>	<p>Jess Cox - Benefits and Systems Manager</p>
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*Objective 1.5 - Evaluate pre-eviction protocol and pilot for 6 months with all Registered Social Landlord partners.*

Action	Target and Date	Outcome	Lead officer/s	Partners
<p>1. Evaluate impact of pre-eviction protocol with RSL partners by 01/2/22.</p>	<p>Evaluation completed and shared with partner RSL's 01/05/22.</p>	<p>Reduce the number of households presenting as homeless due to evictions from social housing tenancy.</p>	<p>Sarah Hebblethwaite - Housing Needs Operations Manager</p>	<p>Cross Keys Homes Accent Nene Housing Association Longhurst Housing Association Muir Housing Hyde Housing BPHA Home Group Clarion Housing Association Riverside ECHG Housing Needs Team Leader</p>
<p>2. Action appropriate changes and expand to include all RSL partners 15/01/22.</p>	<p>Reduce the number of households presenting as homeless due to evictions from social housing tenancy by 10% by 01/10/22.</p>	<p>Work with RSL's to enable those households threatened with homelessness to remain in their accommodation.</p>		

<p>3. To review impact of protocol by total number of households presenting due to loss of social housing tenancy quarterly using jigsaw and HCLIC data from 31/9/21.</p> <p>4. Continue quarterly reviews using data and feedback from RSL partners.</p>	<p>Protocol revised and expanded to include all RSL partners 01/7/22.</p>			
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*Objective 1.6 - Commence work to inform, continually review and improve the service through those people with lived experience.*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Improve service user engagement by involving people with lived experience of homelessness in the redesign of the service	Customer review undertaken by 15/01/2022.	Improved customer experience and continued response to feedback by acting towards service improvements.	Sean Evans - Head of Housing Needs	Aspire Recovery Service MEAM – Cambridgeshire Housing Needs Light Project Peterborough Housing Needs Management Team
2. Contacting those from MEAM, Aspire and Light Project Peterborough with lived experience.	Engage and obtain feedback from those with lived experience by 31/03/22.	Obtain information to improve the service from those with lived experience.		
3. Arranging workshops to inform review and continual improvements.	Conduct workshop and feed in actions to improve services by 31/9/22.			
4. Feed experiences through to management team to action changes.	Customer Service Improvement plan to be drawn up and implemented by 31/12/22.			

152

*Objective 1.7 - Review the impact of the Homeless Hospital Discharge Support service including number of persons presenting as homeless from Peterborough City Hospital.*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Review the impact of the funding including the number of persons presenting as homeless.	Complete a review of project using data from national project reporting, jigsaw and HCLIC data by 01/01/21. Reduce the number of households presenting as homeless due to hospital discharge by 15%.	Improved joint working with PCH Discharge teams to reduce number of patients being discharged as homeless.	Sarah Hebblethwaite – Housing Needs Operations Manager Housing Needs Officer – Hospital Discharge	Hospital Discharge Team Adult Social Care Housing Needs Re-enablement services Discharge Planning teams
2. Work with hospital discharge teams to set up early identification of those in housing need		Ensure early identification of patients with a housing		

and a process for supporting them to prevent homelessness via ALERT.	Increase the numbers of DTR's received from the hospitals by 15% by 01/03/22.	need leads to improve pathway planning.		
3. Established hospital discharge protocol.	Refreshed hospital discharge protocol by 15/12/21.			

*Objective 1.8 - Create a Single Pathway pre- eviction protocol from supported accommodation in Peterborough*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Work with partners at supported housing meeting to agree and produce a pre- eviction protocol in the interest of preventing homelessness.	Reduce the number of evictions from supported accommodation settings by 35% by 01/03/22.	Ensure that those no longer in need of supported accommodation can receive an offer of accommodation facilitated by the supported accommodation move on panel.  Established protocol will support early intervention.	Sarah Hebblethwaite – Housing Needs Operations Manager	Fairview Court Peterborough Foyer Cross Keys Homes Longhurst Housing Association Women's Aid Futures YMCA Timestop YMCA Bretton Amicus Housing New Haven Night Shelter Supported Housing Fellowship P3 – People, Potential, Possibilities Light Project Peterborough Hope Into Action Young Parent Project Changemaker House

153

**Priority 2 - Aspire to create a positive experience for all clients on their homelessness journey and work to ensure that homelessness is a one-off event**

**Objective 2.1** - *Develop a customer journey, which ensures that clients do not have to make contact with multiple service touchpoints and are able to access the advice and assistance they need from the right person at the right time*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Review the use of technology solutions to gather information from clients where appropriate.	Review portal referrals and assess based on quality and time taken to contact by 01/01/22.	Improved customer service. Using technology to enable Housing Needs to gather and share data effectively.	Sean Evans – Head of Housing	Commissioned Services Health Partners DA services Safer off the Streets Partners
2. Ensure that customers only have to tell their story once.	50% of applicants will provide their information electronically by 01/04/22.	Reduce the need for Housing Needs staff to be inputting personal data.		
3. Ensure Housing Assessments capture clients' needs and wants, while managing expectations.				
4. Harvest feedback from clients on experiences to inform continuous improvement				
5. Explore alternative service delivery models & locations, which meet the needs of all clients.				
6. Review current processes to ensure efficiency and draw in	Report findings and customer feedback to			

154



partners to support where required.	strategy steering group by 01/12/22.			
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**Objective 2.2 - Create employment opportunities for those with lived experience within the wider system including apprenticeships.**

Action	Target and Date	Outcomes	Lead officer/s	Partners
1. Meet with other partners already offering schemes to establish how these could join up to create citywide opportunities by 01/11/21. 2. Consider employing via the kickstart opportunity for 16-24 year old within the Housing Needs Team by 01/12/21.	Create 10 apprenticeships Across the partnership by 01/03/22.	Ensure those who have experienced homelessness are given the opportunity to access apprenticeships across the partners within the city.  Enhance the services to homeless households by employing those with lived experience.	Sarah Scase – Housing Needs Operations Manager	Cross keys homes Aspire Recovery Service Safer Off the Streets Partners MEAM – Cambridgeshire Longhurst Housing Association Human Resources – Cambridgeshire and Peterborough

155

**Objective 2.3 - Expand knowledge within the whole system by staff shadowing Housing Options staff, supported accommodation settings, temporary accommodation, and voluntary sector organisations.**

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Facilitate shadowing within Housing Needs service, supported accommodation, temporary accommodation, and voluntary organisations.	Invite partners to join through Safer Off Streets asking them to commit by 01/01/2022.	Break down the barriers to partnership working.  Maximising opportunities to work with partners and include them in PHP	Sarah Hebblethwaite – Housing Needs Operations Manager	Longhurst Housing Association Cambridgeshire Constabulary Safer Off the Streets Partners Supported Accommodation settings

2. Establish schedule for shadowing to begin 01/04/21.	Set up partnership shadowing programme by 01/04/2022.	actions and planning to promote a person-centred approach. Improve the customer experience through joined up working.		Temporary Accommodation Settings Mental Health Exemplar Peterborough City Hospital Cross Keys Homes
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*Objective 2.4 - Building on the understanding gained during the Covid outbreak of the effectiveness of non-commissioned voluntary services, establish how the sector can be integrated with statutory and commissioned support to enhance value, scope and depth.*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Work with non-commissioned voluntary sector organisation to agree that activities are fully integrated into empowering those who are street homeless or threatened with homelessness to access support.  2. Establish joint working protocols and agreements.  3. Review annually and amend to further enhance delivery.	Joint working protocols and agreements established 01/01/22.  Reviewed annually from 01/06/22.	Creating a holistic approach to preventing and relieving homelessness.  Establishing joint working protocols to foster and maintain partnership approaches improving the customer experience.  Ensuring customer are able to access appropriate support when they require it.	Sean Evans – Head of Housing Needs	Sarah Scase – Housing Needs Operations Manager Sarah Hebblethwaite – Housing Needs Operations Manager Health Partners Mental Health Exemplar Cambridgeshire Constabulary Probation Services, Peterborough Cambridgeshire Fire and Rescue Service Voluntary sector partners

156

**Objective 2.5 - Obtain Domestic Abuse Accreditation**

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Achieve Domestic Abuse Accreditation	<p>Case reviews completed by 01/01/22.</p> <p>Training Programme established and completed by 01/04/22.</p> <p>Plan developed and implemented by 01/07/22.</p>	<p>Offering the best possible service for those experiencing domestic abuse.</p> <p>Established processes and procedures for dealing with victims and survivors of domestic abuse.</p>	Sarah Hebblethwaite – Housing Needs Operations Manager	DA services

**Objective 2.6 - Improve information and services for armed forces personnel**

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Improve information about housing and homelessness for armed forces personnel	<p>Website updated to include dedicated armed forces personnel section completed by 01/04/22.</p> <p>Use Housing Pages to highlight other support available by 01/04/22</p> <p>Housing Needs staff to receive Armed Forces Covenant training by 01/06/2022</p> <p>Housing/Homelessness update to be presented</p>	<p>Offering the best possible service for former armed forces personnel</p> <p>Established processes and procedures for dealing with victims and survivors of domestic abuse.</p>	Sean Evans – Housing Needs Head of Service	AFCO

	at Armed forces Covenant Board			
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**Priority 3 - Ensure suitable homes are made available, that clients support needs are met, and they feel part of their community**

*Objective 3.1 - Peterborough City Council to Review and implement a new Peterborough Homes Allocations Policy to ensure it maximising opportunities for preventing and relieving homelessness.*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Refresh the Peterborough Homes Allocations Policy	Public consultation commencing 31/08/21.  Consultation ending 22/11/21.  Final changes implemented.  Report to cabinet and full Council 02/03/2022.	Allocations Policy has a positive impact on relieving and preventing homelessness.  To ensure the effective and fair allocation of social housing.	Sarah Scase – Housing Needs Operations Manager	Registered Social Landlords Occupational Therapists Adult Social Care Supported Accommodation providers

158

*Objective 3.2 - Develop and implement a whole supported accommodation pathway for all providers in Peterborough*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Establish agreed pathways prior to ensure that those placed in supported accommodation are able to live independently in the future.	Form piloted and reviewed by 01/7/22.  Terms of reference agreed by 01/9/22.	Ensure the customer journey through supported accommodation into independent living is seamless and supports the individual.	Sarah Hebblethwaite – Housing Needs Operations Manager	Fairview Court Peterborough Foyer Cross Keys Homes Longhurst Housing Association Womens Aid Futures YMCA Timestop YMCA Bretton
2. Create a generic referral form to be used by all	Terms of reference reviewed annually from 01/9/22.	Ensures that those ready to move on from supported accommodation are able to leave at the right time.		

<p>supported housing providers.</p> <p>3. Provide information sessions to all referring agencies regarding completion of forms and information required.</p> <p>4. Establish and agree terms of reference for the supported accommodation meeting including measures of success and performance indicators.</p> <p>5. Review terms of reference annually and amend accordingly.</p>				<p>Amicius Housing</p> <p>New Haven Night Shelter</p> <p>Supported Housing Fellowship</p> <p>P3 – People, Potential, Possibilities</p> <p>Light Project Peterborough</p> <p>Hope Into Action</p> <p>Young Parent Project</p> <p>Changemaker House</p>
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159

<b>Objective 3.3 - Review the offer to the private rented sector and ensure that this maximises opportunities to both prevent and relieve homelessness</b>				
<b>Action</b>	<b>Target and Date</b>	<b>Outcome</b>	<b>Lead officer/s</b>	<b>Partners</b>
<p>1. Work with private landlords to explore establishing a local lettings offer where the council manages the landlords property and guarantees an minimum rental income and repair and maintenance standard.</p> <p>2. Set up systems to ensure deposits and loans tracked to maximise returns.</p> <p>3. Create protocol with Housing Benefit to</p>	<p>Complete review of PRS offers and flexible approach by 01/02/22.</p> <p>Establish a protocol and process to maximise the use of DHP to both prevent and relieve homelessness by 01/06/22.</p>	<p>Improved relationships with private sector landlords, better customer journey for tenants and reduce cost to the council.</p>	<p>Sarah Hebblethwaite – Housing Needs Operations Manager</p>	<p>Jess Cox – Benefits and Systems Manager</p>

maximise the use of Discretionary Housing Payments.	Ensure at least 30% of DHP allocations used to prevent and relive homelessness on an annual basis from 01/12/22.			
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**Objective 3.4 - Carry out research to understand the numbers and reasons for women in the city being vulnerably housed and develop a plan to ensure their health, welfare and housing needs can be met**

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Carry out desktop research to establish the numbers and needs of this group.	Desktop research to be completed by 01/09/22.	A greater understanding of the links between homelessness and exploitation of women	Sarah Hebblethwaite – Housing Needs Operations Manager	Cambridgeshire Constabulary Outside Links Light Project Peterborough Health Partners Aspire – Peterborough SESW – working group
2. Speak to partners to establish current touchpoints and services available as well as those being accessed.	Touchpoints and partners information to be collated by 01/11/22.	Improvements in service delivery which enable women to feel empowered to access services and seek support		
3. Establish barriers and needs of the cohort.	Plan to be completed by 01/01/23 and reviewed from 01/04/23 and quarterly thereafter until 2026.			
4. Develop a whole system approach plan to support this cohort.				
5. Monitor and review on a quarterly basis.				

160

**Priority 4 - Empower rough sleepers and those at risk of rough sleeping to make positive choices to move on to suitable homes**

**Objective 4.1 - Provide 20 units of Housing First accommodation with support by 31/3/22.**

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Establish working group and actions to ensure that 20 units of accommodation can be delivered by 31/3/22. 2. Review success of Housing First on a quarterly basis completing appropriate actions to improve service.	20 Housing First accommodation units available by 31/03/22.	Rough sleepers with complex needs will be supported into accommodation with the aim of helping them to independent living.	Sarah Scase – Housing Needs Operations Manager	Housing Needs Cross Keys Homes Longhurst Housing Association Mental Health Exemplar Sarah Scase – Housing Needs Operations Manager Adult Social Care

**Objective 4.2 - A systems wide approach to ensure that ineligible rough sleepers are given appropriate support to help them off the streets**

Action	Target and Date	Outcome	Lead officer/s	Partners
1. To support rough sleepers not eligible from 1 July 2021 to return to their country of origin.	Ensure everyone who remains not eligible post 01/07/21 has an offer of reconnection.	Reduced rough sleeping and reduced cost to the public purse.	Sarah Scase - Housing Needs Operations Manager	Safer off the Streets Sean Evans - Head of Housing Needs Cambridgeshire Constabulary

**Objective 4.3 - Develop an agreed assessment framework for single homeless people, which captures health and welfare needs, supported by a Personalised Housing Plan which identifies the most suitable accommodation provision.**

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Review current processes for creating personalised housing plan. 2. Implement processes to include welfare and support	Agreed assessment framework implemented by 01/05/22.	Maximising the opportunities for using personalised housing plan to improve, health, wellbeing, training opportunities alongside preventing and relieving homelessness.	Sean Evans – Head of Housing Needs	Housing Solutions Officers Health Partners Mental Health Exemplar Safer Off the Streets partners

needs in personalised housing plans.		Improved joint working with a personalised approach.		Cambridgeshire Constabulary
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*Objective 4.4 - Develop the role of the rough sleeper outreach officer to enable focus on signposting & support, advocacy and navigating.*

Action	Target and Date	Outcome	Lead officer/s	Partners
Ensure rough sleepers health and welfare are captured as part of our housing assessment.	Implemented by 01/01/22.	Ensuring that the health and welfare needs of rough sleepers are an integrated part of the assessment and PHP.	Sean Evans – Head of Housing	Sarah Scase – Housing Needs Operations Manager Rough Sleeper Outreach Team

**Priority 5 - Strengthening our partnership & multi agency work through transformation to achieve a whole city approach to tackling homelessness**

*Objective 5.1 - Evaluate the effectiveness of our 'Duty to Refer' processes, including feedback from the Single Homeless Multiagency Panel.*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Ensure the 'Duty to Refer' arrangements are fit for purpose and that all referrals are responded to by the end of the next working day.	Review of DTR's to establish partners referring and quality of data received by 01/04/22.	Improve the quality of Duty to Refers received to enable prompt responses and maximising opportunities to prevent and relieve homelessness.	Sarah Hebblethwaite – Housing Needs Operations Manager	Strategy Steering Group Members Housing Partners HMP Peterborough Childrens Services Adult Social Care Probation Services DWP Health Partners
2. Arrange partners training to ensure that opportunities for referrals are maximise and information provided.	Training completed with all referring agencies by 01/06/22.			
3. Review flow and content and response times utilising Jigsaw tool and present findings to Strategy Steering Group.	Review DTR's on a quarterly basis and feedback to partners from 01/9/22.			

162



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**Objective 5.2 - Develop clearer understanding to the cycle of chronic and repeat street homelessness and rough sleeping to enable a robust response to prevent this happening.**

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Undertake a thorough analysis of the nature and causes of rough sleeping in Peterborough using the 'Flow, Stock, Return' model. 2. Review to inform services and further develop a partnership approach. 3. Present findings and recommendations to Single Homeless Multi Agency Panel.	Collate data to establish causes and flow from 15/12/21 on a quarterly basis.  Utilise this data to enhance partnership approach and develop solutions to reasons for rough sleeping by 01/04/22.	Understanding the reasons for persons experiencing rough sleeping and developing response to them.  Understanding the reasons for people returning to the streets and establishing responses to them.  Understanding the reasons for people returning to the not wishing to leave the streets and establishing responses to them.  Continuing the development of a partnership approach to preventing and relieving rough sleeping.	Sarah Scase – Housing Needs Operations Manager - Peterborough City Council	Outside Links Cambridgeshire Constabulary Public Health Rough Sleeper Outreach Officers Safer Off the Streets Partners

163

**Objective 5.3 - Form a new strategic Choice Based Lettings group which addresses performance, evaluates the effectiveness of current processes and works towards a shared goal of increasing access to permanent accommodation.**

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Invite key partners. 2. Arrange quarterly meetings 3. Establish and agree terms of reference including	Established by 01/01/22 and meeting quarterly thereafter.  Develop and agree terms by 01/02/22.	Enable strategic engagement to facilitate the development and direction of Choice Based Lettings.	Sean Evans - Head of Housing	Anne Keogh – Housing and Strategic Planning Manager Registered Social Landlord Providers

processes for ratification and escalation.				
4. Meet quarterly from 01/03/22.				

**Objective 5.4 - Utilise the strategy steering group with key partners to oversee all homeless activities and monitor the progress of the strategy.**

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Invite key partners to join the group.	Established 01/01/22 and meet quarterly thereafter.	Ensure that the strategy is effective and meeting emerging needs within the city.	Sarah Hebblethwaite – Housing Needs Operations Manager	Longhurst Housing Association
2. Establish and agree terms of reference including processes for ratification and escalation.				Cambridgeshire Constabulary
3. Meet quarterly to review actions in the strategy and add actions to support emerging concerns.				Cross Keys Homes Light Project Peterborough Public Health Housing and Strategic Planning

164

**Objective 5.5- Create and produce an online directory of local services for further enhance our holistic partnership approach**

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Work with Safer Off the Streets partners to establish the requirements of the directory including ownership and maintaining.	Create draft directory by 01/1/22. Draft agreed and distributed by 15/2/22.	Online Directory to facilitate and empower access to services for households threatened with homelessness and who have become homeless.	Sean Evans – Head of Housing Needs	Safer of the Streets Partners Mental Health Exemplar Health Partners Aspire Recovery Services

2. Create visual flow diagrams to show differing pathways and support.	Reviewed and updated on an annual basis from 15/2/23.	Increase access to support services for those who are experiencing homelessness.		
3. Collate, validate, approve and publish.				

*Objective 5.6- Develop partnership working to include the development of a multiagency hub*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Work with partners to develop a multiagency hub based around the Garden House to meet the health and welfare needs through a holistic approach to homelessness.	Feasibility study completed by 01/05/22. Multiagency hub opened and accessed by at least 30% of single homeless persons making a homeless declaration by 01/9/23.	A multi-agency hub to meet all the needs of homeless persons. Improved health and wellbeing on those experiencing homelessness.	Sean Evans – Head of Housing Needs	Light Project Peterborough Health partners Mental Health Exemplar Cambridgeshire Constabulary Safer Of the Streets Partners Aspire Recovery Services
2. Feasibility to be explored with partners and suitable locations considered by 01/05/22.				
3. Multiagency hub to be in place by 01/02/23.				

*Objective 5.7- Work with partners to create a proactive approach to our successes and celebrate the outcomes.*

Action	Target and Date	Outcome	Lead officer/s	Partners
1. Work with partners to identify successes and ensure that these are highlighted through social media, radio and television both locally and nationally.	Utilise media to promote help and support available to encourage person to make early contact by	Promoting joint working and partnership approaches. Encouraging those at risk of homelessness to make early contact	Sean Evans – Head of Housing Needs	Light Project Peterborough Health partners Mental Health Exemplar Cambridgeshire Constabulary Safer Off the Streets Partners

	15/12/21 and bi-monthly thereafter.	with the service to maximise prevention opportunities.		Emma Rogers – Communications Manager
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*Objective 5.8 - Develop a systems wide partnership to training by utilising skills within partner organisations and Housing Needs to deliver a robust training programme*

<b>Action</b>	<b>Target and Date</b>	<b>Outcome</b>	<b>Lead officer/s</b>	<b>Partners</b>
1. Collate skills and training opportunities within the Safer off the Streets partnership	Improve skills of officers within the wider partnership to provide holistic advice and support to those households threatened with homelessness by 01/06/22.	Sharing skills within the partnership to strength a holistic approach and facilitate homeless prevention early access to services.	Sarah Scase – Housing Needs Operations Manager	Safer off the Streets Cambridgeshire Constabulary Prevention Enforcement Service Adult Social Care Cross Keys Homes Longhurst Housing Association Outside Links HMP Peterborough Opportunity Peterborough Local Colleges Health Partners
2. Develop a training programme enabling staff to receive training by 01/06/22.				
3. Develop a train the trainer programme to facilitate future training 01/09/22.				

166