

Appendix B: Draft Homelessness Reduction Strategy – delivery plan

This plan has been developed so that we can deliver against the priorities and actions set out in the Homelessness Reduction Strategy. It will be regularly reviewed and updated as we make progress in our priorities and as circumstances change.

We will resource the delivery of our priorities and actions through existing budgets and resources including the Flexible Homelessness Support Grant, and through the use of new burdens funding that local authorities have been allocated to implement the Homelessness Reduction Act. We will also continue to access external funding opportunities through central Government, commissioning and our partners.

Priority One: Homelessness Prevention

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
1.1	Provide high quality timely advice for all residents on their housing options.	April 2018 – targeted guides available on website and hardcopy Quarterly monitoring and update of advice guides	<ul style="list-style-type: none"> • Successful homeless preventions. • Increased use of online resources on the West Suffolk website and Homelink page. • Monitoring customer contact to establish if online and self-help has affected the number or frequency of contact. • Increased use of self-help guides to ensure that those who can, are able to access up-to-date and relevant advice about housing options 	Service Manager – Housing Options and Homelessness	Customer Services
1.2	Agree a personal housing plan for anyone homeless or threatened with	Housing Plans in place from April 2018	<ul style="list-style-type: none"> • Personal housing plans are developed for all housing applicants and successfully lead 	Housing Options and Homelessness team	Specialist training providers as appropriate

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
	homelessness. We will review our casework management system to ensure we can monitor progress and report on the outcomes of advice given.	Ongoing training of staff to ensure that plans are robust and that success is measurable using the SMART principles	to the prevention of homelessness. <ul style="list-style-type: none"> Use Locata to ensure that housing plans are tailored and monitored 		
1.3	Identify people at risk of homelessness at an earlier stage and develop interventions to prevent them from being threatened with or becoming homeless.	April 2018 – targeted advice available. Ongoing monitoring. Quarterly monitoring of data for prevention and relief actions. Regular liaison with key partners to discuss case management and strategic support	<ul style="list-style-type: none"> Tailored Housing Options advice information available for those particularly at risk of homelessness. Effective advice and prevention pathways in place to ensure they meet the requirements of the Homelessness Reduction Act and review to ensure they are effective. Groups who are particularly at risk of homelessness are identified and targeted, early intervention is provided to those who have housing needs, in order to facilitate planned moves rather than crisis management. Fewer homeless individuals and households, lower spend on bed and breakfast and temporary accommodation. 	Housing Options and Homelessness team	Anglia Revenues Partnership, Citizens Advice, Jobcentre. Pathway support provided by a range of agencies, including mental health, probation and social care.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
			<ul style="list-style-type: none"> Monitoring to compare with existing statistics and national baseline against the new Act. 		
1.4	Identify ways to encourage tenancy sustainment and prevent recurring homelessness by helping people sustain settled accommodation.	Ongoing caseload management	<ul style="list-style-type: none"> Fewer instances of contact meaning less cost and time spent housing people. Effective case management of households to ensure support is in place Timely interventions by the Housing Options Solutions Team to provide effective intervention and signpost to support. 	Housing Options and Homelessness team	Landlords, registered providers, housing, Anglia Revenues Partnership, Suffolk County Council and support agencies.
1.5	Provide tailored advice for people at greater risk of homelessness, including young single people, prison leavers, hospital leavers, victims of domestic abuse, people leaving care, former members of the armed forces, people with learning difficulties, people with mental health issues and Gypsies and Travellers (also linked in actions around priority three).	<p>April 2018 – targeted advice available. Ongoing monitoring.</p> <p>Quarterly monitoring data of prevention and relief actions.</p> <p>Regular liaison with key partners to discuss case management and strategic support.</p>	<ul style="list-style-type: none"> Groups at particular risk of homelessness are identified and tailored advice and prevention leaflets/pathways identified. Decrease the likelihood of those most at risk presenting as homeless and requiring the new statutory duty. Track frequency and referral route for these cases. Monitor expenditure for those accepted under these risk factors to see the amount of decrease. 	Housing Options and Homelessness team	Customer Services, Children and Young Peoples Services, health, probation, prisons services, adult care, police, registered providers, Anglia Revenues Partnership

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
1.6	Develop a prevention toolkit, training and advice to help organisations respond to the risk of homelessness at an earlier stage.	October 2018	<ul style="list-style-type: none"> Ensures a standardised approach to information for all partner organisations. Reduces cost of information from multiple streams being referred to the correct department. Reduces the risk of information being lost between partners. 	Housing Options and Homelessness team	Police, registered providers, third sector agencies
1.7	Brief the statutory and voluntary sectors of the requirements of the Homelessness Reduction Act (HRA) so they can provide the right support and advice.	Initial briefings completed before April 2018 Programme of briefings in place by October 2018 (duty to refer implementation date).	<ul style="list-style-type: none"> Increased knowledge of HRA and approach to reducing homelessness. Improved referral times due to having information on referral process and statutory responsibilities. 	Service Manager – Housing Options and Homelessness	Customer Services, Children and Young Peoples Services, health, probation, prisons services, adult care, police, registered providers, Anglia Revenues Partnership
1.8	With partners, agree clear pathways and referral routes. This will include public bodies that will have a new duty to refer. Implement protocols for information sharing between services working with customers at risk of homelessness.	By October 2018	<ul style="list-style-type: none"> Partners have access to effective and efficient referral routes for the Housing Options Service, including an online referral form. 	Service Manager – Housing Options and Homelessness	Customer Services, children and young people's services, health, probation, prisons services, adult care, police.

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1.9	Improve data collection and recording. Use data and predictive analysis to help target resources to prevent homelessness and identify and interact with people in need of advice and support, in order to prevent homelessness from occurring. This will include developing local community based responses in areas with higher levels of homelessness including specialist advice and signposting.	Use of quarterly data from June 2018	<ul style="list-style-type: none"> • Streamline resources and reduce cost at expensive relief stage. • Reduced use of temporary accommodation and build more detailed picture of hidden homelessness in the West Suffolk area allowing for pin pointed strategies in housing and provision for families at risk. 	Service Manager – Housing Options and Homelessness	ICT, Housing Options.
1.10	Make better use of debt and financial advice to improve prevention work.	Ongoing	<ul style="list-style-type: none"> • Households that are likely to be at risk identified and signposted or referred to relevant advice services. • Timely intervention from the Solution’s Team alleviating crisis situations and referring to ongoing support. • Locata reporting on stages of homelessness and those prevented due to financial advice. 	Housing Options and Homelessness team	Citizens Advice Bureau, Housing Options, floating support, customer services.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
1.11	Better align assessment processes with statutory services and explore housing issues where appropriate as a key line of questioning.	By December 2018 (and ongoing review).	<ul style="list-style-type: none"> • Effective use of referral and pathway services • Reduced incidences of crisis management as partners consider housing situation as part of their assessment processes – particularly target hospitals, mental health services and probation. • Reduction in 'Relief' stage homelessness cases. 	Housing Options and Homelessness team	Hospitals, mental health services and probation
1.12	Work with partners through the Suffolk Health and Wellbeing Board to ensure that the health benefits of individuals and families having a settled home remain high on its agenda.	Ongoing (as Health and Wellbeing Board forward plan).	<ul style="list-style-type: none"> • Reduced costs and impact on health and care services. • Increased stability for households and long term community benefits. 	Lead West Suffolk Councillor on Health and Wellbeing Board, Assistant Director – Families and Communities	Suffolk Health and Wellbeing Board
1.13	Ensure that people in temporary accommodation are supported to access services and ensure that referrals are made to relevant floating support.	Ongoing case management	<ul style="list-style-type: none"> • Reduces risk of repeat homelessness or impact of existing homelessness on health and wellbeing of the individual or family. 	Housing Options and Homelessness team	Housing options, third sector partners, health services, and other statutory partners.

Priority two: Tackling rough sleeping

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
2.1	Use dedicated support to work with rough sleepers and try to address the problems that lead to rough sleeping and being at risk of sleeping rough. This will include the development of a 'No Second Night Out' partnership.	Additional outreach support secured (two posts for 12 months) – April 2018. Further outreach and 'in reach' support to be secured as funding opportunities emerge.	<ul style="list-style-type: none"> • Reduction in the number of rough sleepers and those at risk of rough sleeping. • Reduction in evictions from supported housing 	Service Manager – Housing Options and Homelessness and Rough Sleepers – prevention and support worker.	'No Second Night Out Partnership', police, health, care, mental health and substance misuse partners.
2.2	Implement pathways for tackling homelessness: identifying risks early, promoting self-help and resilience for those able to help themselves and proactive help for those who are too vulnerable to help themselves.	Monthly Housing Forum meetings. Ongoing individual case management.	<ul style="list-style-type: none"> • Successful homelessness preventions resulting in lower risk of persistent homelessness and use of bed and breakfast. • Fewer mandatory homelessness case acceptances and lower effect on health and wellbeing services in the area. • Monitoring carried out through conversations and access to Positive Pathways leavers and those that become homeless later. 	Service Manager – Housing Options and Homelessness	Home Group and other floating support services
2.3	Deliver robust services for those who are homeless. Working in	Ongoing	<ul style="list-style-type: none"> • Ensure pathways to accessing support and information are available. 	Rough Sleepers – prevention	Local authorities, third sector partners, police, health

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
	partnership, provide support and stability to people who are homeless, with the aim of breaking the cycle of homelessness.		<ul style="list-style-type: none"> • Monitor repeat homelessness and identify underlying causes and potential solutions. • Reduction of rough sleepers/homelessness and those at risk of rough sleeping/homelessness. 	and support worker	services and other statutory partners.
2.4	Work with local authorities across Suffolk and the Cambridge sub-region to improve the service offer and outcomes including for those leaving institutions (for example, hospitals and prisons).	Ongoing liaison meetings with hospitals and probation	<ul style="list-style-type: none"> • Reduction of rough sleepers/homelessness and those at risk of rough sleeping/homelessness. Lower cost per head due to cross system working. 	Service Manager – Housing Options and Homelessness	Local authorities, police, prisons, health and care services.
2.5	Further enhance coordination across statutory, commissioned and voluntary services to coordinate activity, share information and work together on initiatives.	Ongoing – regular series of meetings with key partners	<ul style="list-style-type: none"> • Reduction in persistent homelessness. • Reduced spend on bed and breakfast. • Reduced workload for outreach workers and those working directly with the homeless/those at risk of homelessness. • Increased knowledge base to aid prevention work. 	Service Manager – Housing Options and Homelessness	Local authorities, third sector partners, police, health services and other statutory partners.
2.6	Continue to access external funding to support outreach and prevention activity building on that	As funding opportunities become available	<ul style="list-style-type: none"> • Maintenance, and where possible, expansion of services and key homelessness provision. 	Rough Sleepers – prevention and support worker	Local authorities, central Government.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
	already secured from government and Suffolk Public Health.				
2.7	Continue to provide Severe Weather Emergency Provision (SWEP).	<p>SWEP provision for winter 2018/19 secured.</p> <p>Winter 2019/20 to be secured by December 2018.</p>	<ul style="list-style-type: none"> • Lower risk of homeless fatalities or injury incurred due to weather. • Increased chance of outreach and contact with those less likely to engage with statutory services. 	Service Manager – Housing Options and Homelessness	Registered housing providers, Suffolk County Council (housing related support).
2.8	Help people with entrenched patterns of rough sleeping more holistically through better collaborative working and support tailored to their individual needs.	Ongoing	<ul style="list-style-type: none"> • Reduction of rough sleepers/homelessness and those at risk of rough sleeping/homelessness. • Targeted reporting from outreach, third party organisations and customer services. 	Rough Sleepers – prevention and support worker	Local authorities third sector partners, police, health services and other statutory partners.
2.9	Reconnect those from other areas back with their local community unless there is a good reason why they should not return.	Ongoing	<ul style="list-style-type: none"> • Increased likelihood of those in need of help receiving help from the appropriate services and established support networks. 	Rough Sleepers – prevention and support worker	Other local authorities
2.10	Provide effective information to the public about rough sleeping and how they can help if they have concerns.	<p>Ongoing communications plan</p> <p>Introduce alternative given</p>	<ul style="list-style-type: none"> • Increased public knowledge on referrals and ways to help those threatened with homelessness or those sleeping rough. • Monitor through online traffic and rate of click through to relevant service area or local authority. 	Rough Sleepers – prevention and support worker	Communications Team, Families and Communities Team, voluntary and community groups

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
		schemes by December 2018	<ul style="list-style-type: none"> Effective use of alternative giving schemes to encourage people to support organisations to assist rough sleepers. 		

Priority three: Support for vulnerable households

No	Action	Key milestones	Outcomes and Monitoring	Lead Officer	Key Partners
3.1	Explore options for the provision of more temporary accommodation to house individuals and families, including those who have experienced domestic abuse.	<p>Ongoing discussions with registered providers.</p> <p>Investment opportunities explored as appropriate (link to Asset Strategy and Plan).</p>	<ul style="list-style-type: none"> Sufficient availability of temporary accommodation bed and breakfast accommodation to meet demand from households who become homeless in an emergency. Effective use of move on accommodation to free up temporary accommodation. 	Service Manager – Housing Options and Homelessness	Property Team, registered providers
3.2	Support the monitoring of housing related support (HRS) to identify resources for those groups that are at high risk of homelessness.	<p>HRS placements monitored at monthly Housing Forum.</p> <p>Re-commission of HRS contract by 2020, monitored via Suffolk Housing Board</p>	<ul style="list-style-type: none"> Increased knowledge on referrals and ways to help those threatened with homelessness. Higher proportion of those arriving in the prevent stage rather than the relief stage to allow for lower risk of repeat/persistent homelessness. Effective involvement in the recommission of HRS services (led by Suffolk County Council) providing a contract which prevents and relieves homelessness. 	Service Manager – Housing Options and Homelessness	Suffolk County Council Adult Social Care and Children and Young People Services, registered providers, Housing Forum members

No	Action	Key milestones	Outcomes and Monitoring	Lead Officer	Key Partners
3.3	Explore the Housing First model and continue to influence commissioning decisions, made by other agencies, in order that contacts support the outcomes we are aiming to achieve to ensure that appropriate resources are allocated to West Suffolk.	Monthly Housing Forum meeting Monthly Suffolk Housing Board	<ul style="list-style-type: none"> • Learning from Housing First pilots. • Influencing commissioning decisions to support the Housing First model. • Accessing funding to implement the principles of Housing First on individual cases. 	Service Manager – Housing Options and Homelessness	Local authorities, central Government, registered providers.
3.4	Continue to monitor and review pathways and referral processes for vulnerable groups to ensure that the right level of support is maintained.	Monthly Housing Forum meeting	<ul style="list-style-type: none"> • Ability to maintain and improve services to ensure they respond to changing needs of people at risk of homelessness or those seeking advice. • Monitoring varied out through customer feedback, information of prevention and levels of contact with relevant services. 	Service Manager – Housing Options and Homelessness	Customer Services, Housing Options, Housing Forum partners
3.5	Work with Suffolk partners to ensure that accommodation and support for victims of domestic abuse is appropriate; and add to pre-existing satellite accommodation.	Suffolk Domestic Abuse Forum meetings	<ul style="list-style-type: none"> • Continued access to satellite accommodation for the most vulnerable and those potentially at risk of further domestic violence. 	Service Manager – Housing Options and Homelessness	Suffolk’s Violence Against Women and Girls Multi Agency
3.6	Identify and share resources, including staff, to support victims of domestic abuse, and rough sleepers.	Ongoing	<ul style="list-style-type: none"> • Targeted resource management and insight to support individuals and families in need. 	Service Manager – Housing Options and Homelessness	Housing options, local authorities, third sector partners, police, health services

No	Action	Key milestones	Outcomes and Monitoring	Lead Officer	Key Partners
			<ul style="list-style-type: none"> • Access to schemes and methods of tackling domestic violence and its lasting effects. • Monitoring carried out through referrals on Locata and Inform, the support plan system used by outreach services. 	and Rough Sleepers – prevention and support worker	and other statutory partners.
3.7	Explore opportunities to increase access to mental health services with a view to promoting these services to housing customers.	Discussions underway with Norfolk and Suffolk Foundation Trust (NSFT). Seconded post by October 2018 (funding dependent).	<ul style="list-style-type: none"> • Ensure pathways to accessing mental health services for those in need of support. 	Service Manager – Housing Options and Homelessness	Mental Health Services and Clinical Commissioning Group
3.8	Continue to operate the Housing Forum to provide a multi-agency approach to vulnerable customers including rough sleepers and those in supported accommodation.	Monthly Housing Forum meetings	<ul style="list-style-type: none"> • Ensure the Housing Forum continues to be fit for purpose and helps the most vulnerable individuals and families in our communities. 	Service Manager – Housing Options and Homelessness	Housing Forum partners.
3.9	Continue to hold and attend case management meetings with agencies, including adult and children services, to prevent the most	Ongoing – case meetings as appropriate	<ul style="list-style-type: none"> • Fewer of our most vulnerable families or individuals presenting as homeless. 	Service Manager – Housing Options and Homelessness	Children’s Services, Adult Services,

No	Action	Key milestones	Outcomes and Monitoring	Lead Officer	Key Partners
	vulnerable families from becoming homeless.				

Priority four: Increasing accommodation options

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
4.1	Improve access to good quality private rented housing to expand choices and provide affordable housing options for families and individuals. This includes supporting both tenants and landlords in developing new approaches that are attractive to all parties.	Quarterly Landlord Forums Self-help guides for private renting – April 2018	<ul style="list-style-type: none"> Effective support is in place to enable more households to retain short hold tenancies. Increase the supply of good quality housing in the private rented sector. 	Service Manager – Housing Options and Homelessness	Landlords, registered landlords, Housing Forum, West Suffolk Lettings Partnership.
4.2	Work with private sector landlords and developers to maximise the use of resources and opportunities for all vulnerable people across West Suffolk.	Quarterly Landlord Forums	<ul style="list-style-type: none"> Monitoring through the private sector offer currently available in the Local Authority area. Note: specific actions relating to developers included within the Housing Strategy 	Service Manager – Housing Options and Homelessness	Landlords, registered providers, growth, planning.
4.3	Review effectiveness of the West Suffolk Lettings Partnership to increase access to quality private rented accommodation.	Initial review undertaken by September 2018	<ul style="list-style-type: none"> Monitor number of households housed through the West Suffolk Lettings Partnership Increased satisfaction amongst private sector landlords and tenants using the West Suffolk Lettings Partnership 	Service Manager – Housing Options and Homelessness	West Suffolk Lettings Partnership

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
4.4	Hold Landlord Forums to engage with private landlords, share best practice and offer advice and support.	Quarterly meetings established	<ul style="list-style-type: none"> • Monitor attendance at meetings and outcomes. • Increased input and support from other partners at the Forum. 	Housing Options and Homelessness team	Anglia Revenues Partnership, Public Health and Housing Team
4.5	Focus on sustaining tenancies and provide advice and support to prevent a housing crisis arising in the rented sector and work with landlords and tenants to improve positive outcomes.	Ongoing monitoring of interventions by the Solutions Team and Advice and Prevention Team	<ul style="list-style-type: none"> • Fewer families presenting as homeless due to lack of suitable accommodation. 	Service Manager – Housing Options and Homelessness	Landlords, registered providers
4.6	Work with registered providers and voluntary sector to increase access to accommodation including lodging schemes; shared accommodation (especially for under 35s); temporary accommodation and tenancies to support move on.	Ongoing	<ul style="list-style-type: none"> • Fewer families presenting as homeless due to lack of suitable accommodation. • Increase in variety of housing options and ease of access for single households outside of priority need. 	Service Manager – Housing Options and Homelessness	Landlords, registered providers, third sector partners
4.7	Continuing to influence the provision of supported accommodation by identifying need and demand.	Regular liaison with the Strategic Housing Team	<ul style="list-style-type: none"> • Fewer families presenting as homeless due to lack of suitable accommodation. 	Service Manager – Housing Options and Homelessness	Strategic Housing Team

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
4.8	Support Suffolk County Council to manage its existing contracts and influence contracts from 2020 through robust operational feedback (links to action 3.2 above)	HRS placements monitored at monthly Housing Forum Re-commission of HRS contract by 2020, monitored via Suffolk Housing Board	<ul style="list-style-type: none"> Understand the picture of the housing need in Suffolk to ensure we have the correct supply of housing and types of housing around the Suffolk area. 	Service Manager – Housing Options and Homelessness	Suffolk County Council
4.9	Monitor use of bed and breakfast accommodation to ensure use only in emergency situations. Manage move on as soon as possible to and improve outcomes for families and individuals and reduce cost to the taxpayer.	Weekly monitoring of bed and breakfast use (reported quarterly to Performance and Audit Committee)	<ul style="list-style-type: none"> Ensure compliance with the legal standards for use of emergency accommodation. 	Housing Options and Homelessness team	
4.10	Ensure procedures are followed to manage the use of temporary accommodation and when used, to ensure that plans are in place to manage move on.	Weekly monitoring of case load. Escalation procedures in place to approve use of temporary accommodation	<ul style="list-style-type: none"> Reduce spend on temporary accommodation and reduce the number of people at risk of prolonged homelessness. 	Housing Options and Homelessness team	

Priority five: Supporting the implementation of welfare reform

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
5.1	Continue to develop the role of our Welfare Support Officer and Income Recovery posts to support people to maximise income and minimise expenditure.	Ongoing	<ul style="list-style-type: none"> Decreased likelihood of persistent rent arrears or incorrect benefit allocations leading to decreased likelihood of homelessness. 	Service Manager – Housing Options and Homelessness	Anglia Revenues Partnership
5.2	Develop early intervention protocols with registered providers to ensure tenants retain their accommodation.	April 2018 – regular monitoring meetings with providers	<ul style="list-style-type: none"> Reduced risk of loss of short hold tenancies and ensure tenants retain their accommodation. Monitored through contact made with Customer Services and Housing Options by Landlords and those looking to prevent the loss of a short hold tenancies. 	Service Manager – Housing Options and Homelessness	Registered providers
5.3	Work with Anglia Revenues Partnership, the Citizens' Advice Bureau, Jobcentres, Department of Works and Pensions and registered providers to support the roll out of Universal Credit.	Quarterly meetings	<ul style="list-style-type: none"> Support the implementation of welfare reform and provide support to individuals and families receiving Universal Credit. 	Service Manager – Customer Service and Transformation	Anglia Revenues Partnership, Citizens Advice Bureau, Jobcentres, Department of Works and Pensions and registered providers.
5.4	Work with partner organisations to provide timely financial advice to households that are	Ongoing	<ul style="list-style-type: none"> Reduced risk of homelessness due to loss of tenancy resulting from financial difficulty. 	Service Manager – Housing	Citizens Advice Bureau, Jobcentres, Department of

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
	homeless or at risk of homelessness due to debt.			Options and Homelessness	Works and Pensions and registered providers, customer services, housing needs.
5.5	Support private sector landlords to understand the impact of Universal Credit and other welfare reform through the West Suffolk Lettings Partnership and Landlords Forum.	Quarterly Landlord Forum UC guide for landlords launched – May 2018	<ul style="list-style-type: none"> Increased likelihood of retention of assured short hold tenancies and other housing arrangements for those otherwise at risk of homelessness. 	Service Manager – Housing Options and Homelessness	Anglia Revenues Partnership, the West Suffolk Lettings Partnership and Landlord Forum, private sector landlords, Department of Works and Pensions, citizens advice
5.6	Support customers with financial management advice and signpost to appropriate agencies.	Ongoing – quarterly reports submitted to Department of Works and Pensions	<ul style="list-style-type: none"> Appropriate financial advice and signposting provided. Ensuring that customer access support for personal budgeting and digital assistance 	Service Manager – Customer Services and Transformation	Customer services and citizens advice
5.7	Work with Anglia Revenues Partnership to ensure effective allocation of Discretionary Housing Payment (DHP) to	Quarterly monitoring of DHP	Increased use of the DHP Budget Increased homeless prevention cases by resolving housing benefit and debt issues	Service Manager – Housing Options and Homelessness	Anglia Revenues Partnership.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
	support those who are experiencing difficulties as a result of welfare reform.				