

Draft Homelessness Reduction and Rough Sleeping Strategy – delivery plan

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

In January 2019, and with the agreement of the Portfolio Holder, this delivery plan was updated to reflect actions contained in our Rough Sleeper Initiative Funding action plan (see actions 2.11 to 2.17 for details).

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.

This delivery plan review represents the work that has been undertaken in the first year of a five year plan and as such there are a number of areas that remain a work in progress. We have made significant progress towards achieving a number of our actions, but there have also been challenges.

Priority One: Homelessness Prevention

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019
1.1	Provide high quality timely advice for all residents on their housing options.	<p>April 2018 – targeted guides available on website and hardcopy</p> <p>Quarterly monitoring and update of advice guides</p>	<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	<p>Information now available on our webpages for: rough sleepers, care leavers and young people, domestic abuse, ex-armed forces, hospital discharge, released from prison, older people, being asked to leave accommodation provided by family or friends, evicted from the private sector, relationship breakdown (non-violent).</p> <p>Information to be added for: leaving care (needs SCC feedback); rough sleeping page; leaving hospital; mental health. Add one on relationship breakdowns (homeowner).</p> <p>All advice leaflets to be reviewed in April 2019.</p>

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019
1.2	Agree a personal housing plan (PHP) for anyone homeless or threatened with homelessness. We will review our casework management system to ensure we can monitor progress and report on the outcomes of advice given.	Housing Plans in place from April 2018 Ongoing training of staff to ensure that plans are robust and that success is measurable using the SMART principles	<ul style="list-style-type: none"> Personal housing plans are developed for all housing applicants and successfully lead to the prevention of homelessness. Use Locata to ensure that housing plans are tailored and monitored 	Housing Options and Homelessness team	Specialist training providers as appropriate	<p>All PHPs are being completed and the procedures are working.</p> <p>They have been tailored to local services and constantly being reviewed.</p> <p>Need to amend the procedure of customers from triage to solutions to create small PHP, especially where there is an RP referral this is an interim step to progress the case.</p>
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.	<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 	Housing Options and Homelessness team	<p>Anglia Revenues Partnership, Citizens Advice, Jobcentre.</p> <p>Pathway support provided by a range of agencies, including</p>	<p>Target some risk groups, for example through Citizens Advice Bureau (CAB).</p> <p>Referrals are being received from partners.</p> <p>Housing Options interns have been tasked with holding a mutual exchange event to promote housing options that will take place over summer 2019.</p>

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		Regular liaison with key partners to discuss case management and strategic support	<p>the Homelessness Reduction Act and review to ensure they are effective.</p> <ul style="list-style-type: none"> • 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. • Monitoring to compare with 		mental health, probation and social care.	Volume means we cannot be as proactive as we would want to be and engage with third sector.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019
			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.	<p>There is now increased capacity in the solutions team.</p> <p>Welfare issues being monitored through a reporting system.</p> <p>Better use of Discretionary Housing Payment (DHP) as evidenced by the statistics. In 2018/19, DHP spend was 98.5% in St Edmundsbury and 100% in Forest Heath.</p>
1.5	Provide tailored advice for people at greater risk of homelessness, including young single people,	April 2018 – targeted advice available. Ongoing monitoring.	<ul style="list-style-type: none"> • Groups at particular risk of homelessness are identified and tailored advice and prevention 	Housing Options and Homelessness team	Customer Services, Children and Young Peoples Services, health,	<p>See 1.1 above.</p> <p>Duty to Refer came into force in October 2018 and need to monitor once the legislation has been in place for longer.</p>

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	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).	Quarterly monitoring data of prevention and relief actions. Regular liaison with key partners to discuss case management and strategic support.	leaflets/pathways identified. <ul style="list-style-type: none"> • 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. 		probation, prisons services, adult care, police, registered providers, Anglia Revenues Partnership	Statutory referrals are coming from prison service in particular and mental health services aware. Referrals also now coming from DHP.
1.6	Develop a prevention toolkit, training and advice to help organisations respond to the risk of homelessness	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 	Housing Options and Homelessness team	Police, registered providers, third sector agencies	Review due in June 2019 and need to look at examples of other toolkits.

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	at an earlier stage.		<p>the correct department.</p> <ul style="list-style-type: none"> Reduces the risk of information being lost between partners. 			
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.	<p>Initial briefings completed before April 2018</p> <p>Programme of briefings in place by October 2018 (duty to refer implementation date).</p>	<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	Completed.
1.8	With partners, agree clear pathways and referral routes. This will include public bodies that will have a	By October 2018	<ul style="list-style-type: none"> Partners have access to effective and efficient referral routes for the Housing Options Service, 	Service Manager – Housing Options and Homelessness	Customer Services, children and young people's services, health,	All in place – email set up with an out of office. Referral form set up and on website.

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	new duty to refer. Implement protocols for information sharing between services working with customers at risk of homelessness.		including an online referral form.		probation, prisons services, adult care, police.	
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	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 As at May 2019	ICT, Housing Options.	As at July 2019, Q1, Q2 and Q3 data available that will be used to target resources and provide advice and support where needed.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019
	community based responses in areas with higher levels of homelessness including specialist advice and signposting.					
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.	<p>Currently signposting households to CAB and Reach services, Vineyard Church, Financial services webpages for advice.</p> <p>Plans are in place to upskill staff to provide basic debt advice.</p>

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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	<p>Fortnightly attendance at hospital for meetings on the delayed transfer of care, which may need to increase as the service develops.</p> <p>Challenges around engagement with mental health. Service Manager attends the monthly Integrated Case Management meetings (some of them involve housing). No referrals as yet.</p> <p>Probation – some improved links made with a local senior manager.</p> <p>MAPPA Manager spent time at West Suffolk Council to further improve links.</p>
1.12	Work with partners through the Suffolk Health and Wellbeing Board to ensure that the health benefits of individuals and	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 	Lead West Suffolk Councillor on Health and Wellbeing Board, Assistant Director –	Suffolk Health and Wellbeing Board	<p>HWB received a housing and health update in March which was well received. Similar presentation made to West Suffolk Alliance.</p> <p>Team Leader in the Housing Options and Homelessness service is now attending Housing</p>

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	families having a settled home remain high on its agenda and that National policy is reflected across local strategic priorities.		community benefits.	Families and Communities		Sub-group of the Adult Safeguarding 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.	<p>Appropriate referrals continue to be made but issues of capacity in floating support.</p> <p>From April 2019: 40% reduction in SCC floating support contract. Will now be made available over the telephone and through drop-in centres.</p>

Priority two: Tackling rough sleeping

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019
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 	Rough Sleepers co-ordinator	'No Second Night Out Partnership', police, health, care, mental health and substance misuse partners.	<p>Rough Sleeper Initiative (RSI) resources being used to get rough sleeper service up and running.</p> <p>The rough sleeper team is liaising with partners in Bury St Edmunds on a regular basis with the aim of formalising the approach to reducing the number of rough sleepers. This will be reviewed in Autumn 2019 but it links to the government's proposal for a Homelessness Reduction Board (which is currently being consulted on).</p>
2.2	Implement pathways for tackling homelessness: identifying risks early, promoting self-help and resilience for those able to help	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 	Rough Sleepers co-ordinator and support worker	Home Group and other floating support services	<p>RSI funding being used.</p> <p>Separate rough sleeper meetings taking place with Home Group, Havebury, Riverside, Cambridge Pringle Group and ACT</p> <p>Regular Housing Forum meetings are taking place to</p>

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	themselves and proactive help for those who are too vulnerable to help themselves.		<p>and lower effect on health and wellbeing services in the area.</p> <ul style="list-style-type: none"> Monitoring carried out through conversations and access to Positive Pathways leavers and those that become homeless later. 			address the very individual journeys that are taking place.
2.3	Deliver robust services for those who are homeless. Working in partnership, provide support and stability to people who are homeless, with the aim of breaking the cycle of homelessness.	Ongoing	<ul style="list-style-type: none"> Ensure pathways to accessing support and information are available. Monitor repeat homelessness and identify underlying causes and potential solutions. Reduction of rough sleepers/homelessness and those at risk of rough sleeping/homelessness. 	Rough Sleepers co-ordinator	Local authorities, third sector partners, police, health services and other statutory partners.	<p>RSI funding being used.</p> <p>Outputs from the team are being regularly reviewed.</p> <p>There has been a reduction in the number of rough sleepers across West Suffolk. As at Autumn 2018, the number of rough sleepers across West Suffolk was 22. 11 rough sleepers were found during the rough sleeper count in May 2019.</p> <p>Support is being provided with third sector including Newmarket Interfaith Forum, Newmarket Churches</p>

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						Together, Bury Drop-in, REACH (Haverhill)
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.	<p>Improved referral routes to Addenbrooke’s and work is still ongoing.</p> <p>As at April 2019, prison protocol is currently being written, will be Suffolk-wide and due to be discussed by prisons and probation service in May 2019. The protocol in line with Norfolk’s protocol.</p> <p>Mental health discharges – there is no protocol in place but the current procedures are working – invited to weekly meetings</p>
2.5	Further enhance coordination across statutory, commissioned and voluntary services to coordinate activity, share information	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 	Service Manager – Housing Options and Homelessness	Local authorities, third sector partners, police, health services and other statutory partners.	<p>RSI – no second night out work</p> <p>Housing Related Support joint post in place to look at future of services. Meeting has taken place with Drug and Alcohol services, a coordinated approach has been agreed with the Turning Point service.</p>

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	and work together on initiatives.		<p>with the homeless/those at risk of homelessness.</p> <ul style="list-style-type: none"> Increased knowledge base to aid prevention work. 			Attendance at multi-agency case meetings (as below)
2.6	Continue to access external funding to support outreach and prevention activity building on that already secured from government and Suffolk Public Health.	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.	<p>Completed – but need to maintain performance and continue to bid.</p> <p>£25,000 from SWEP (government) which enables us to accommodate people on an emergency basis and work to get them off the streets.</p> <p>Public Health has received funding for mental health outreach provision which we are hoping to access.</p> <p>As at April 2019, a rapid rehousing pathway bid has been submitted.</p>
2.7	Continue to provide Severe Weather Emergency	SWEP provision for winter 2018/19 secured.	<ul style="list-style-type: none"> Lower risk of homeless fatalities or 	Service Manager – Housing	Registered housing providers, Suffolk	<p>RSI funding being used.</p> <p>An additional £25,000 received for 2018/19.</p>

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	Provision (SWEP).	Winter 2019/20 to be secured by December 2018.	<p>injury incurred due to weather.</p> <ul style="list-style-type: none"> Increased chance of outreach and contact with those less likely to engage with statutory services. 	Options and Homelessness	County Council (housing related support).	<p>Meeting with Reverend Haworth who would be able to set-up winter shelters in churches across Bury St Edmunds.</p> <p>Provision for winter 2019/20 has been secured and there are sufficient beds. In ongoing discussion with Churches Together.</p>
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 – co-ordinator	Local authorities third sector partners, police, health services and other statutory partners.	<p>RSI funding being used.</p> <p>Still need to have joint commissioning conversations – need to continue to push this.</p> <p>Putting together case studies and understanding the individual experiences of people is helping to improve the approach to supporting people with our partners.</p>
2.9	Reconnect those from other areas back with their local	Ongoing	<ul style="list-style-type: none"> Increased likelihood of those in need of help receiving help from the 	Rough Sleepers – co-ordinator	Other local authorities	<p>RSI funding being used.</p> <p>Ongoing with funding in place.</p>

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019
	community unless there is a good reason why they should not return.		appropriate services and established support networks.			
2.10	Provide effective information to the public about rough sleeping and how they can help if they have concerns.	Ongoing communications plan Introduce alternative given schemes by December 2018	<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. • Effective use of alternative giving schemes to encourage people to support organisations to assist rough sleepers. 	Rough Sleepers – co-ordinator and Communications Team	Communications Team, Families and Communities Team, voluntary and community groups	Communications plan in place including social media messaging. Development of our webpages and launch/promotion of the Looking for Change campaign.

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2.11 (RSI)	Recruit and establish Rough Sleeper Outreach Team (1 x Co-ordinator, 1 x Mental Health specialist, 1x Drug and Alcohol specialist, 2 x Outreach and Resettlement)	Recruitment by end of September 2018	<ul style="list-style-type: none"> • Additional capacity to support rough sleepers into accommodation • Reduction in the number of rough sleepers • Targets for prevention and relief of homelessness identified in bid to Ministry of Housing, Communities and Local Government 	Service Manager-Housing Options and Homelessness	NSFT and Turning Point	Team recruited and in place.
2.12 (RSI)	Increase the accommodation options available ring fenced for rough sleepers, including the recruitment of additional support staff.	Identified and in place by end of September 2018	<ul style="list-style-type: none"> • Additional accommodation available for rough sleepers in locations across West Suffolk. • Appropriate levels of support in place 	Service Manager-Housing Options and Homelessness	Registered Providers	Accommodation is available and we continue to look for other options.
2.13 (RSI)	Extend emergency	By September 2018	<ul style="list-style-type: none"> • Additional emergency 	Service Manager-	Registered Providers	Accommodation is available and the provider is managing

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	accommodation provision by the provision of additional night support worker		accommodation in place with the appropriate level of support in place	Housing Options and Homelessness		this provision through existing resources.
2.14 (RSI)	Agree, manage and monitor service level agreements with each provider for the use of ring fenced accommodation	SLAs signed by end of September 2018 Continued monitoring of performance by providers	<ul style="list-style-type: none"> Clearly agreed level of service to be provided. Risk assessments and other mechanisms in place and being used appropriately Performance information provided by accommodation providers. 	Service Manager- Housing Options and Homelessness	Registered Providers	Regular contact maintained with providers, comfortable with performance levels – service has been provide as agreed with SLAs Difficulty in placing very high risk individuals due to provider service constraints.
2.15 (RSI)	Use additional £25,000 fund for provision of SWEP accommodation	From December 2018	<ul style="list-style-type: none"> 	Rough Sleeper co-ordinator	Accommodation providers	Funding utilised to ensure that rough sleepers were accommodated throughout the cold weather periods and, wherever possible, for longer a longer period.
2.16 (RSI)	Undertake rough sleeper counts every two months	September 2018 November 2018 January 2019	<ul style="list-style-type: none"> Ensure that there is an accurate picture 	Rough Sleeper co-ordinator		The rough sleeper count for West Suffolk in May 2019 was 11.

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	from September 2018	March 2019 May 2019 July 2019 September 2019	<p>of the number of rough sleepers</p> <ul style="list-style-type: none"> • Use intelligence from partners to monitor instances of rough sleeping throughout the area on an ongoing basis 			
2.17 (RSI)	Work with the Ministry for Housing, Communities and Local Government and our partners to tackle street activity	From December 2018	Improve understanding of the drivers and impacts of street activity and its links to rough sleeping.	Rough Sleepers co-ordinator	MHCLG	<p>Launch of the Looking for Change campaign in Bury St Edmunds and Newmarket.</p> <p>A Public Space Protection Order relating to begging has been put in place for Bury St Edmunds.</p> <p>Police are attending anti-social behaviour meetings.</p> <p>Engaging with police to ensure robust reporting of those who are homeless opposed to those who are begging but have accommodation.</p>

Priority three: Support for vulnerable households

No	Action	Key milestones	Outcomes and Monitoring	Lead Officer	Key Partners	Progress as at June 2019
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> <p>Develop a Temporary Accommodation Procurement and Placement Policy which will be added as an appendix to this strategy.</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	<p>College Heath Road property available. Newmarket Avenue property will be ready in July 2019. Brentgrovel Street secured a 10 year lease.</p> <p>We continue to seek other opportunities.</p>
3.2	Support the monitoring of housing related support (HRS) to identify resources for	HRS placements monitored at monthly Housing Forum.	<ul style="list-style-type: none"> • Increased knowledge on referrals and ways to help those threatened 	Service Manager – Housing Options and Homelessness	Suffolk County Council Adult Social Care and Children and Young People	<p>SCC contract manager is providing update on HRS.</p> <p>New HRS review post in place.</p>

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	those groups that are at high risk of homelessness.	Re-commission of HRS contract by 2020, monitored via Suffolk Housing Board	<p>with homelessness.</p> <ul style="list-style-type: none"> 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. 		Services, registered providers, Housing Forum members	Monitoring of this contract remains challenging. Floating support provision has been reduced (see 1.13) however, contract extended until 2021.
3.3	Explore the Housing First model and continue to influence commissioning decisions, made by other agencies, in	<p>Monthly Housing Forum meeting</p> <p>Monthly Suffolk Housing Board</p>	<ul style="list-style-type: none"> Learning from Housing First pilots. Influencing commissioning decisions to support the Housing First model. 	Service Manager – Housing Options and Homelessness	Local authorities, central Government, registered providers.	Being included as part of the review being undertaken by the new HRS post.

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	order that contacts support the outcomes we are aiming to achieve to ensure that appropriate resources are allocated to West Suffolk.		<ul style="list-style-type: none"> • Accessing funding to implement the principles of Housing First on individual cases. 			
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	<p>Children and Young People’s (16/17) protocol agreed across Suffolk.</p> <p>Working on prison discharge protocol for Suffolk, approval expected in May 2019.</p>

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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	<p>Contract is working well. Another funding bid gone into government.</p> <p>One year additional post in place to support Domestic Abuse/Specialist Substance Misuse work.</p> <p>SCC has been awarded £250,000 to extend support available for this group. Continue to work with SCC to ensure West can access this funding. At the time of writing a funding decision is yet to be made.</p>
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. Access to schemes and methods of tackling domestic violence and its lasting effects. 	Service Manager – Housing Options and Homelessness and Rough Sleepers – prevention and support worker	Housing options, local authorities, third sector partners, police, health services and other statutory partners.	As above

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			<ul style="list-style-type: none"> Monitoring carried out through referrals on Locata and Inform, the support plan system used by outreach services. 			
3.7	Explore opportunities to increase access to mental health services with a view to promoting these services to housing customers.	<p>Discussions underway with Norfolk and Suffolk Foundation Trust (NSFT).</p> <p>Seconded post by October 2018 (funding dependent).</p>	<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	<p>Mental health temporary post in place from end of October 2018.</p> <p>Continue to lobby Clinical Commissioning Group about benefits of having shared posts</p> <p>Engaged in the redesign of mental health services in Suffolk which we continue to try to influence.</p>
3.8	Continue to operate the Housing Forum to provide a multi-agency approach to vulnerable customers including rough	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.	<p>Ongoing</p> <p>The Housing Forum is dealing with people in and out of temporary accommodation but the weekly meeting discusses rough sleepers.</p>

No	Action	Key milestones	Outcomes and Monitoring	Lead Officer	Key Partners	Progress as at June 2019
	sleepers and those in supported accommodation.					
3.9	Continue to hold and attend case management meetings with agencies, including adult and children services, to prevent the most vulnerable families from becoming homeless.	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,	Ongoing Multi-disciplinary case management meetings taking place with: Multi-agency risk assessment conference (MARAC) and child protection Multi-agency Public Protection Arrangements (MAPPA)

Priority four: Increasing accommodation options

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019.
4.1	Improve access to good quality private rented housing to expand choices and provide affordable housing options	<p>Quarterly Landlord Forums</p> <p>Self-help guides for private renting – April 2018</p>	<ul style="list-style-type: none"> Effective support is in place to enable more households to retain short hold tenancies. 	Service Manager – Housing Options and Homelessness	Landlords, registered landlords, Housing Forum, West Suffolk Lettings Partnership.	<p>West Suffolk Lettings Partnership review needed to identify progress and outcomes.</p> <p>Difficulty accessing the private rented market due to the 30% difference in rent levels and</p>

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019.
	for families and individuals. This includes supporting both tenants and landlords in developing new approaches that are attractive to all parties.		<ul style="list-style-type: none"> Increase the supply of good quality housing in the private rented sector. 			<p>local housing allowance. Currently building a proposal to offer landlords incentives to increase access. Expected to commence July to September 2019 then review for effectiveness.</p> <p>Review access to PRS funding bid.</p> <p>Currently looking to recruit to the new Tenancy Sustainment Post however there are challenges around limited funding.</p> <p>Since April 2018, Rent Deposit Bonds – 39 existing, 10 new agreements, five opened and ended. 12 existing guaranteed Rental agreements are in place.</p> <p>Currently staffing levels are: 2 x 0.8 full time equivalents landlord liaison officers 1 x 0.5 officer (due to return from maternity leave in May 2019)</p>

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019.
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.	<p>Holding Landlord Forums</p> <p>Have a positive approach in terms of what the landlords can provide.</p>
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	As 4.1
4.4	Hold Landlord Forums to engage with private	Quarterly meetings established	<ul style="list-style-type: none"> Monitor attendance at meetings and outcomes. 	Housing Options and Homelessness team	Anglia Revenues Partnership, Public Health	Ongoing – continue to monitor its effectiveness.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019.
	landlords, share best practice and offer advice and support.		<ul style="list-style-type: none"> Increased input and support from other partners at the Forum. 		and Housing Team	<p>Create more of a link between landlords evicting tenants and a route to WSLSP.</p> <p>At the Forums topics discussed have include: Anglia Revenues Partnership, Housing Benefit and Discretionary Housing Payment, Public Health and Housing, Warm Homes Healthy People, Department for Work and Pensions, tenure and notice periods, legal process and illegal evictions, empty homes, resolving tenancy difficulties.</p>
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	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	<p>Ongoing</p> <p>Currently 49 Rent Deposit Bonds being monitored and 12 Guaranteed Rent agreements by WSLP.</p> <p>Additional work through the welfare benefit officers to sustain PR tenancies.</p> <p>Between April 2018 – 2019, WSLP received 202 referrals</p>

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019.
	positive outcomes.					for support and the welfare benefits officers received 205. Currently tenure and performance outcomes are not measured outside of the homelessness database.
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	On hold. Need to look at viable options for West Suffolk. Advice around shared environments on the Council's website. Service continue to provide advice.
4.7	Continuing to influence the provision of supported	Regular liaison with the Strategic Housing Team	<ul style="list-style-type: none"> • Fewer families presenting as homeless due to 	Service Manager – Housing	Strategic Housing Team	Ongoing Giving support and information to new HRS post

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019.
	accommodation by identifying need and demand.		lack of suitable accommodation.	Options and Homelessness		Significant concern regarding withdrawal of Notting Hill Genesis (NHG) in Norfolk and Suffolk. NHG currently provide 235 beds (19 units) 65 of which are in West Suffolk. Working with SCC and district colleagues to attempt to respond to this situation.
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	HRS progress We are influencing future development of the contract but cannot amend the current contract. Acknowledge reduction in funding.
4.9	Monitor use of bed and breakfast accommodation to ensure use only in emergency situations.	Weekly monitoring of bed and breakfast use (reported quarterly to Performance	<ul style="list-style-type: none"> Ensure compliance with the legal standards for use of emergency accommodation. 	Housing Options and Homelessness team		Process in place regarding B&B to check before placement. Can only have one night and then have to be seen the following day. If not the accommodation is lost.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019.
	Manage move on as soon as possible to and improve outcomes for families and individuals and reduce cost to the taxpayer.	and Audit Committee)				<p>Friday is weekend only and then seen on Monday.</p> <p>Not seen a decrease in placements but fewer inappropriate placements. People being seen much quicker.</p> <p>Note we have seen an increase in requests for housing from single people</p>
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.	<p>Weekly monitoring of case load.</p> <p>Escalation procedures in place to approve use of temporary accommodation</p>	<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		<p>Similar process to Bed and Breakfast.</p> <p>Most going into temporary accommodation are not going in immediately, it is part of a planned process.</p> <p>January 2019: Issues with bed blocking and rent arrears in temporary accommodation. Support is provided by the solutions team where appropriate. Working with providers to move on as quickly as possible.</p>

Priority five: Supporting the implementation of welfare reform

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019.
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	<p>Increased capacity in this team.</p> <p>A review is taking place to understand the outcomes of this team. Data being used to support the review.</p> <p>Update of review in June/July.</p>
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 	Service Manager – Housing Options and Homelessness	Registered providers	<p>In place for most RPs. Some of the RPs who are not local and have a low number of stock not in place.</p> <p>Protocols are in place but they are not being followed as some providers struggling with rent accounts</p> <p>Event taking place in July 2019 to build relationship with RPs and smaller stockholders. A county-wide protocol for how to deal with rent arrears is being developed.</p>

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019.
			of a short hold tenancies.			
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 (UC).	Quarterly meetings	<ul style="list-style-type: none"> Support the implementation of welfare reform and provide support to individuals and families receiving UC. 	Service Manager – Customer Service and Transformation	Anglia Revenues Partnership, Citizens Advice Bureau, Jobcentres, Department of Works and Pensions and registered providers.	Ongoing April 2019: Government funding stopped from 1 April. However we continue to fund meetings to support transition of UC. Linking with DWP on moving legacy benefits to UC.
5.4	Work with partner organisations to provide timely financial advice to households that are homeless or at risk of homelessness due to debt.	Ongoing	<ul style="list-style-type: none"> Reduced risk of homelessness due to loss of tenancy resulting from financial difficulty. 	Service Manager – Housing Options and Homelessness	Citizens Advice Bureau, Jobcentres, Department of Works and Pensions and registered providers, customer services, housing needs.	Ongoing UC rollout – welfare benefit officers in the housing options team providing advice. Service Manager for Customer Services and Transformation chairs Universal Credit partner meeting so continuity and overview maintained. Links made with Job Centre regarding vulnerable people.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019.
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	Ongoing through Landlord Forum.
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	<p>Ongoing</p> <p>UC enquiries being referred to CAB.</p> <p>In 2018/19 we supported UC customers in the following ways:</p> <p>Personal budgeting support – 13 in Forest Heath and 130 in St Edmundsbury.</p> <p>Assisted digital support – 25 in Forest Heath and 82 in St Edmundsbury.</p>

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners	Progress as at June 2019.
						Please note that the figures are lower for Forest Heath because Universal Credit was introduced in quarter 4.
5.7	Work with Anglia Revenues Partnership to ensure effective allocation of Discretionary Housing Payment (DHP) to support those who are experiencing difficulties as a result of welfare reform.	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.	Good progress with DHP. Some procedural work with ARP could be improved but ongoing. 99.99% of DHP budget was spent by year end. Better processes are in place and there is more effective working with third sector, as evidence by spend.