

Staffordshire Moorlands District Council  
and  
High Peak Borough Council

**Draft Homelessness Strategy**  
**2018-2022**

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## 1.0 Introduction

Welcome to our homelessness review and homelessness strategy. The Homelessness Strategy represents the Councils' ongoing commitment to tackle and prevent homelessness and to work in partnership to offer appropriate services.

The Homelessness Act 2002 places a statutory duty on local authorities to undertake a review of homelessness in their area, and use those findings to develop and publish a strategy to prevent homelessness, in consultation with local partners and stakeholders. In 2017 we commenced a review of homelessness across the Councils' areas. The Homelessness Review provides an assessment of;

- The levels and likely future levels of homelessness
- The activities that are carried out which prevent homelessness, secure accommodation and provide support to people who are or may become homeless
- The resources available to carry out these activities

The review identifies key trends and local challenges set against the wider national context, so that the Homelessness Strategy effectively sets out a responsive approach to prevent homelessness and provide support to people who are homeless, or at risk of becoming homeless. The homelessness strategy contains key strategic priorities and associated aims and actions that set out the approach to address and prevent homelessness and frame the work of the Housing Advice Service.

The timing of this strategy is particularly relevant as the Homelessness Reduction Act 2017 is due to come into force 3rd April 2018 and represents the biggest change to homelessness legislation in over a decade. There are new legal duties to ensure meaningful support to prevent homelessness and secure accommodation for everyone who is homeless or at risk of homelessness, regardless of whether they are in priority need.

The previous 2012 Homelessness Strategies identified the following strategic priorities;

- Prevent homelessness and sustain tenancies
- Work in partnership to prevent homelessness
- Mitigate the impacts of Welfare Reforms and the Localism Act
- Increase the availability of affordable housing

In the intervening years there has been considerable progress to develop timely and relevant services to prevent homelessness and 1721 preventions have been achieved.

The overall aims of this strategy are to identify how the Council will:

- Provide timely, quality advice and assistance to anyone who may potentially be threatened with homelessness
- Work proactively with relevant stakeholders and housing providers to provide a coordinated approach to tackling and preventing homelessness
- Continue to develop innovative and responsive approaches to support people who have concerns about the stability of their current home, with prevention a core principle

This strategy is developed in consultation with a broad cross section of stakeholders including housing, service and support providers and the voluntary sector. To ensure that the strategy remains effective the action plan will be flexible to change and will be reviewed and developed with the Homelessness Forums.

This document is divided into two parts:

Part 1 the Homelessness Strategy

Part 2 contains the findings of the Homelessness Review (for the purposes of committee reporting part 2 is not included but is available on the intranet)

## 2.0 What is homelessness?

Homeless people are not a homogenous group, their needs and life experiences rarely follow the same path. Homelessness relates to not having a settled or safe home. The most visible form of homelessness is rough sleeping. Homelessness relates to having no or limited rights to remain, insecure lodgings, 'sofa surfing' or threat of repossession. Accommodation may be unsuitable or unsafe for a variety of reasons such as severe overcrowding, unsanitary conditions or domestic abuse.

The statutory definition of homelessness is defined by the Housing Act 1996 s.175: A person is homeless if they have no accommodation in the UK or elsewhere which is available for them (and normally residing family members) to occupy and which they have legal right to occupy. A person will also be homeless if they have accommodation but cannot secure entry to it, or where accommodation that is a moveable structure (such as a caravan or a house boat) does not have a permitted place in order to provide accommodation. A person who has accommodation is to be treated as homeless where it would not be reasonable to continue to occupy.

Many, as part of everyday life, face experiences or triggers that could lead to homelessness such as a relationship breakdown or the ending of a tenancy. In most cases individuals are able to find suitable accommodation using their own resources. But for others these events can lead to homelessness; either because they lack the resources to tackle their immediate challenge - for example enough money for a deposit; or because they have underlying problems which make it hard for them to deal with their situation. There is a general consensus that homelessness is 'more than a roof', goes beyond simply being 'a housing issue' and that there are often intrinsic links with poor health, social exclusion, low income and welfare reform. It can be difficult to separate causes from symptoms. Homelessness brings uncertainty and has a detrimental affect on individuals, families and society. It can affect health and well being, ability to maintain education, employment and social networks. Homelessness prevention as part of an 'invest to save' approach saves cost to the Council (temporary accommodation, homelessness services), broader public sector services (health, social services, crime) and poor outcomes for potentially vulnerable residents.

## -----Part 1: Homelessness Strategy-----

### 3.0 Summary of review findings and identified gaps in provision

Changes within homeless legislation could have a huge impact on the services we provide. Homelessness applications and duties are predicted to increase, as access to private rented accommodation remains difficult and the supply of social housing is insufficient to meet need.

The number of private sector residents facing eviction is increasing as private landlords exit the housing benefit market, due to the impact of welfare reforms that reduce available benefit income, alongside demand from working households who cannot afford to buy.

Homelessness levels are rising in High Peak and a reduction in support services is having an impact across the Council, more people are presenting with complex needs, often including a substance misuse or offending histories who are increasingly challenging to assist. They may be excluded from social housing registers and private and social landlords are becoming more risk averse. The resolution of housing need can often only be addressed with help from other agencies to support individuals' with their health needs. A greater

emphasis on support and partnership working is needed to ensure that any housing provision is sustainable.

Understanding the causes of homelessness is crucial in order to target support at those areas to increase prevention. The major causes of statutory homelessness are; loss of private rented accommodation, exclusion by parents/ family/ friends and violent or non-violent relationship breakdown.

The loss of a private tenancy represents the biggest single cause of homelessness and also offers a valuable option to preventing homelessness. The Council shall work proactively with landlords to improve property and management standards in this sector and develop its role as an important provider of homelessness prevention services. Vital to address homelessness and accommodation need is action to develop the Private Rented Sector Offer that includes advice and initiatives to support both tenants and landlords.

Homelessness is least likely to occur amongst persons 65+. The older population is increasing but not homelessness; this may be an issue in the future.

There is a need to explore advice and support available to people from abroad who may become ineligible households to ensure an effective response should this arise.

To build links that help to address the care and support needs of vulnerable customers, partnership work is necessary to help customers achieve sustainable and healthy living solutions. Effective partnership work with statutory, voluntary and third sector agencies is considered key to the delivery of early prevention, new homelessness duties and the securing of funding opportunities to maintain and enhance services. The effectiveness of operational casework can be improved through strategic development of joint working agreements that set out and facilitate agreed best practices.

Levels of rough sleeping are low, however ongoing work is required to ensure an effective response. Ongoing outreach service provision must support the No Second Night Out vision and partnership working is required in order for health and support needs to be addressed to facilitate a move away from the streets as soon as possible into sustainable housing solutions. To support this, ensure access to statutory homelessness assessments and assistance, and suitable temporary accommodation provision in severe weather, there is a need to develop effective partnership working through a joint working protocol around tent provision within High Peak.

Key to preventing tenancy failure and repeat homelessness is the availability of sufficient support. In the Staffordshire Moorlands there is a gap in generic tenancy support provision and access to furniture and white goods is also difficult. Going forward there is opportunity to improve support needs data collection, from Assessments and HCLIC monitoring, which can inform understanding and service commissioning.

Poor financial situations can place households at risk of homelessness. Positive action to mitigate the ongoing impact of welfare reforms including Universal Credit is required in order to prevent homelessness. There is a clear need for ongoing money, debt and budgeting support, digital support, stronger links with Credit Unions and work with agencies to increase access and options for access to employment.

It is important to ensure that suitable accommodation is available for those that are or may become homeless. Here there is scope to work with Registered Providers around the implementation of flexible or fixed term tenancies, nomination agreements, new build affordable housing supply, the early identification of potential evictions from social tenancies, also the review of allocation policies to ensure that homeless and vulnerable households are appropriately prioritised and mutual exchange options. It will be important to consider the

implications of government proposals to change supported accommodation funding from 2020 and in the interim undertake further work to improve performance monitoring in relation to schemes receiving Intensive Housing Management funding and continue work to support 'move on' from supported accommodation. The use of temporary accommodation is rising in High Peak and further Alliance wide work is needed to understand and implement changes to minimise the need for temporary accommodation. It will also be necessary to consider the implications of government proposals to change supported accommodation funding from 2020 in relation to Staffordshire Moorlands temporary accommodation provision.

Younger people appear to be increasingly marginalised. Where a family is unwilling to accommodate the housing advice service will work with families to come to a sustainable solution. Building capacity around mediation and home visits can help households remain together where it is safe. However by the time help is sought however, the position can often be untenable. Assistance is therefore given to find alternative accommodation however this can be challenging, for instance there is a lack of supported accommodation for young people in the Staffordshire Moorlands and exploring alternatives such as Nightstop would be beneficial. There is also a need to ensure young people and service users generally have realistic perceptions of homelessness, housing options (including the availability of social housing) and support services, which we can begin to address through improved information and a young persons housing pathway.

The Council will continue to develop a comprehensive range of available prevention services and initiatives. There is also opportunity to develop customer feedback methods to inform and improve service delivery.

#### 4.0 Strategic Priorities

The homelessness strategy 2012 had the following key strategic priorities:

- Preventing homelessness and sustaining tenancies
- Working in partnership to prevent homelessness
- Mitigating the impacts of Welfare Reforms and the Localism Act
- Increasing the availability of affordable housing

This strategy continues to support these objectives. The following strategic priorities have been developed following consideration of review information related to national and local contexts, relevant guidance and consultation with stakeholders. The strategic priorities provide a sound framework to achieve Council ambitions for forthcoming years. The strategic priorities together with a summary of aims to deliver them are set out below.

<b>Strategic Priority 1: To prevent homelessness through a comprehensive range of services</b>
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- Ensure all households understand the housing options that are available to them by providing high quality service
- Implement the Homelessness Reduction Act
- Develop positive housing pathways for young people and vulnerable adults with complex needs
- Continuously improve the homelessness prevention toolkit. There will be focus on enhancing partnership work through the development of agreements that set out and

facilitate agreed best practice and exploring funding opportunities in order to maintain and enhance services. There will be also be focus on addressing the main causes of homelessness; helping households remain together where it is safe with mediation and supporting access to appropriate services, support and accommodation for those experiencing domestic abuse.

### **Strategic Priority 2: Ensure suitable accommodation is available to address and prevent homelessness**

- Increase the supply of affordable housing and maximise the use of existing housing
- Ensure that repossession is the last resort
- Minimise use of temporary accommodation
- Consider options for single people (including those aged under 35 years) and seek to address the gap in relation to young persons supported accommodation
- Maintain supported accommodation options and consider the impact of changing funding arrangements for supported accommodation.
- Ensure vulnerable and homeless households are appropriately prioritised on the housing registers

### **Strategic Priority 3: Improve the Private Rented Sector Offer**

In order to achieve this we will provide advice and initiatives to support both tenants and landlords;

- Deliver a 'call before you serve' early intervention landlord service pilot
- Improve property & management standards through Landlord Accreditation Schemes, actively enforcing, establishing Landlord Forums consulting with landlords and building staff capacity to address illegal eviction
- Improve access to the private sector by commissioning services relating to both the Access to the Private Rented Sector and Single Persons Housing Projects, to secure provision of pre-tenancy training and tenancy support.
- Review policies and procedures relating to Rent Deposit Bond Schemes and Prevention Funds
- Explore schemes that facilitate affordable shared accommodation

### **Strategic Priority 4: Ensure sufficient support is available to address and prevent homelessness**

- Reduce rough sleeping

- Mitigate the impacts of welfare reforms including Universal Credit through money, debt and budgeting support, digital assistance, stronger links with Credit Unions and work with agencies to increase access and options for employment opportunities.
- Ensure that vulnerable people can access support around various issues where it may impact upon the ability to maintain a home. This will include work to address the gap in tenancy support and access to furniture and white goods within the Staffordshire Moorlands.
- Improve support needs data collection, from Assessments and HCLIC monitoring, which can inform understanding and service commissioning

## 5.0 Resources available to tackle and prevent homelessness

The Council has invested resources from a range of funding streams into activities which have contributed to preventing and addressing homelessness and supporting vulnerable people in housing need. Our approach to tackling homelessness is based upon an 'invest to save' principle, through which services that meet strategic priorities and actively prevent homelessness are provided with funding, with the clear intention of reducing costs. Budgets are reviewed each year as part of the Council's budgetary process. The Council will continue to work with partners to access alternative and review existing funding sources, with opportunities to implement services through partnerships, across multiple local authority areas or at County or sub regional level considered. The following is a summary of the most significant funding sources;

### 5.1 Homelessness Prevention Grant

Local authorities receive annual Homelessness Prevention Grant from the Department of Communities and Local Government. The Government confirmed their continued support to maintain and protect the Homeless Prevention Grant funding for local authorities in the November 2015 Spending Review. They have committed funding through the Local Government Finance Settlement announced for the 2016- 2020 financial period. Across the Council the grant is used on funding for homelessness services; staff, activities and projects to prevent homelessness.

### 5.2 Second Homes Council Tax (HPBC only)

An agreement was reached with Derbyshire County Council to fund a programme of projects from the increased Council Tax on second homes (fig 1). Since the programme began HPBC has been able to support several important projects. Projects funded through Derbyshire County Council Second Homes Council Tax funding allocations must demonstrate links to Derbyshire County Council's Health and Adult Care priorities. These priorities focus on vulnerable adults and include domestic violence, learning and physical disability, mental health, older people and those with substance misuse issues. The 2018/19 funding programme, set out in fig 2b approved by DCC Cabinet members.

*Fig 1: Derbyshire County Council Second Homes Council Tax Funding Allocations*

District and Borough Councils	Allocation 2018/19
Amber Valley	£80,000
Derbyshire Dales	£309,000
High Peak	£115,000
South Derbyshire	£62,000
Total	£566,000

Figs 2a&b summarise the 2018/19 schemes proposed to be supported by Homelessness Prevention Grant and Second Homes Council Tax.

Fig 2a: Staffordshire Moorlands 2018/19 proposed allocation

Project name	Service Description	Homeless Prevention Grant
<b>Existing Projects</b>		
Rough Sleeper Service	Rough sleeper outreach support service	up to £6,000
Homelessness Prevention Fund	Financial assistance to those at risk of homelessness to enable households to retain or secure accommodation	4,000
Single Persons Housing Project	Homelessness prevention service for single under 35 years threatened with homelessness. Providing pre tenancy training, support to access shared accommodation and tenancy support	24,815
Money and Debt Advice	Generalist and specialist money and debt advice to home owners or tenants at risk of losing their home	7,500
<b>New Projects</b>		
'Call before serve' scheme*	Early intervention landlord service	6,000
<b>Total</b>		<b>48,310.00</b>

\*'Call before you serve' campaign

A pilot 'call before you serve' initiative is proposed for an initial 1 year trial period during 2018/19. Considered good practice in relation to the Private Rented Sector Offer, a dedicated line for private sector working will made available. Through promotion and marketing the initiative will encourage landlords who are experiencing issues with their tenancies / tenants to make contact as early as possible before they actually serve a legal notice to end the tenancy. The initiative will be led by a separate service with private sector expertise who will investigate what measures can be introduced to re-stabilise the tenancy as part of collaborative approach with the housing advice service. The loss of a private sector is the largest, most common cause of homelessness. There are many far reaching benefits of this project including:

- Alleviation of early intervention workload for housing advice officers, alternative main point of contact for landlords in the first instance.
- Over the life of the pilot the project will aim to stop 10 landlords issuing section 21 notices to households in each of the partner Local Authority areas saving significant amounts of money being spent on costly interim accommodation and bed & breakfast.
- Recognised as a great example of good practice both in terms of cross-boundary working and 'upstream prevention work' by the DCLG specialist advisor team.
- Increased number of positive homelessness preventions
- Increased signposting, uptake & promotion of Local Authority offered services such as rent deposit bond schemes.
- Increased networking among landlords with property portfolios that may be available, therefore potentially increasing private sector supply and homelessness prevention.
- A dedicated stand-alone and impartial advisory service for landlords to access support and guidance.
- Cross boundary working in this way also allows for best practice to be shared and improvements to partner Local Authority services to be made.

Fig 2b: High Peak 2018/19 proposed allocation

Project Name	Service Description	Second Homes Council Tax	Homeless Grant	Total
<b>Existing Projects</b>				
Access to the Private Rented Sector Project	Provides a combination of services to vulnerable households. Including rent bond, tenancy support and pre tenancy training	-	53,995	53,995
Debt Advice Project	A specialist money, debt and budgeting advice project delivered to households that may be at risk of homelessness due to debt, rent or mortgage arrears	10,000	15,000	25,000
Meeting the accommodation needs of people with disabilities	Grants to achieve the Lifetime Homes standard in new build affordable homes or adaptations through additional Disabled Facility Grants	45,000	-	45,000
Support for Families in Crisis Project	Good News Family Care provides access to suitable accommodation for vulnerable women and families who are homeless and have domestic abuse or drug and alcohol support needs	20,000	-	20,000
Domestic Abuse Project	This project enables Crossroads Derbyshire to provide a specialist service and supported accommodation to younger women (under 25 years) to address issues of domestic abuse	20,000	-	20,000
Vulnerable adults affected by welfare reforms	Financial assistance for vulnerable households affected by welfare reforms with the associated costs of for instance downsizing to avoid future arrears, assistance with removals or rent arrears.	5,000	-	5,000
Action Housing Project	Supported accommodation for high risk offenders. This project was previously funded through DCC but funding reduced.	3,000	419.50	3419.5
Move On Officer	A Derbyshire wide project to help vulnerable people leaving supported accommodation to move-on into independent living.	2,000	-	2,000
Housing Related Support Services Programme	This project will contribute towards funding a number of DCC schemes including: Housing Related Support Services for people with learning disabilities, mental health problems and support services for older people.	10,000	-	10,000
Prevention Fund	Financial assistance to those at risk of homelessness to enable households to retain or secure accommodation		5,000	5,000
<b>New Projects</b>				
'Call before serve' scheme*	Early intervention landlord service		6,000	6,000
<b>Total</b>		<b>115,000</b>	<b>80,414.5</b>	<b>195,414.5</b>

### 5.3 Discretionary Housing Payments

The Council provides short term (up to 13 weeks) financial support in the form of DHPs to some people to help meet the shortfall in their housing costs. Indications are that there are a number of households claiming this award to sustain their accommodation that would potentially be at risk of homelessness if they did not receive these payments as their accommodation would become unaffordable. The numbers of applications and awards has increased overtime (fig 3a&b). Funding is predominantly provided in relation to under occupancy and expenditure in relation to the benefit cap is increasing in recent years. Further work can be done with the council revenues and benefits service to ensure that DHP is effectively targeted to prevent homelessness and explore the use of funding to help secure a move to alternative accommodation (i.e. cash rent deposits).

*Fig 3a: High Peak DHP allocation*

Year	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	*2016/2017
Applications Received	151	114	224	493	422	392	370
DHP Awards	99	71	155	278	247	221	225
Awards Refused	52	43	69	215	175	171	145
Government Contribution	£30,005	£38,681	£77,412	£106,783	£103,546	£71,857	£96,264
Amount Paid	£31,913	£20,445	£54,641	£106,670	£106,072	£64,917	£94,127

\*Amounts Paid include DHP for UC Claimants

*Fig 3b: Staffordshire Moorlands DHP allocation*

Year	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	*2016/17
Applications Received	59	116	142	431	422	380	326
DHP Awards	57	59	80	197	179	170	180
Awards Refused	2	57	62	234	243	210	146
Government Contribution	£11,314	£18,068	£36,293	£91,836	£83,089	£67,337	£81,271
Amount Paid	£12,241	£17,121	£32,568	£82,269	£83,070	£52,020	£76,504

\*Amounts Paid include DHP for UC Claimants

- **New Funding**

#### 5.4 New Burdens funding

Government promised over £61m of new burdens funding to help local authorities implement the new Homelessness Reduction Act 2017 duties (s.8.4). Council allocations are shown in fig 4. This funding facilitates a new post commenced March 2018, which supports the introduction of the new HRAct and the rollout of Universal Credit (s.8.5).

*Fig 4: New Burdens funding*

Authority	Allocation 2017/18	Allocation 2018/19	Allocation 2019/20	Total allocation
High Peak	£17,241	£15,793	£20,366	£53,400
Staffordshire Moorlands	£19,277	£17,657	£25,122	£62,056

Government has also provided local authorities with £9,202 an equally distributed share of £3 million to support the upgrade of IT data systems to monitor the impact of the HRAct.

## 5.5 Flexible Homelessness Support Grant (FHSG)

Government has provided local authorities with a new ring fenced grant to support authorities to address homelessness and help those at risk of homelessness.

*Fig 5: FHSG funding*

Authority	Allocation 2017/18	Allocation 2018/19	Allocation 2019/20
High Peak	£67,451	£71,721	£78,488
Staffordshire Moorlands	£56,429	£61,853	£67,819

## 5.6 Accessing external funding sources

The Council proactively works with partners to identify funding sources that will add to our homelessness prevention toolkit and improve outcomes for people in homeless and housing need. Successful partnerships include;

### *DCLG 2016/20 Rough Sleeping Programme*

Government launched a £40 million funding programme to prevent and tackle homelessness and rough sleeping in October 2016. A successful application submitted for 9 Derbyshire and 3 Staffordshire local authority areas (including SMDC and HPBC) secured funding to expand upon an existing Derby City Mission project, to explore and build capacity within the voluntary, faith and community sectors to deliver homelessness services.

### *DCLG Strengthening Accommodation Based Specialist Domestic Abuse Services*

Successful funding applications with Crossroads Derbyshire, ARCH North Staffs and North Staffordshire local authorities to support domestic abuse refuge provision.

### *DCLG Help for Single Homeless*

Successful funding application with Stoke on Trent CC, Newcastle under Lyme BC, Stafford BC and SSOTP to expand an existing Community Matron service.

## 6.0 How the strategy will be implemented and monitored

SMART (Specific, Measurable, Achievable, Relevant, Time bound) actions in the Action Plan (Appendix 1) ensure that progress in the delivery of strategy priorities can be monitored. The action plan will frame the work of the Housing Advice service and will be reviewed annually to ensure that local need is addressed and any local, regional or national changes are taken into account. Additional actions may be developed and existing actions changed or updated. These reviews will be carried out with key stakeholders and members of the homelessness forums that have assisted in the development of the strategy.

Local performance indicators regular monitor progress in relation to homelessness applications, prevention and the use of temporary accommodation.

## 7.0 Consultation

We have involved our partners during the development of our review and strategy. Key stakeholders with an interest in homelessness were asked to provide feedback about their opinions and experiences of homelessness, validity of review information, emerging strategic priorities and actions. The purpose was to share our evidence and seek further information from our partners which may strengthen our review and strategy.

The review of evidence and production of this strategy was launched at a Homelessness Conference of the HASF Homelessness Forum, where discussions were held on what the

key priorities could be, what prevention works well and what more could be done to improve prevention outcomes.

A summary of consultation feedback;

- General comments regarding format, layout and language within the document.
- Agreement that information in the review and summary (section 3.0) is 'fully' accurate.
- Support and agreement for the identified strategic priorities.
- Importance of specific action relating to; 1) partnership working around the HRAct and early referral to support providers 2) links with the private rented sector involving consultation with landlords around the nature of an 'improved' offer and marketing around 'call before you serve' campaign 3) review of models to facilitate sharing schemes 4) broadening support remit to include a focus on 'coaching'
- Support expressed for the HRAct and earlier intervention
- Concerns expressed regarding the potential impact of welfare reforms upon young people, however during the consultation period the position changed with a government announcement that regulations will be amended so that all 18 to 21-year-olds will be entitled to claim support for housing costs in Universal Credit
- The importance of partnership work was highlighted, specifically to involve advice agencies in planning support for homelessness and getting money advice to households who are financially vulnerable which requires a high degree of integration

Strategic Priority 1: To prevent homelessness by providing a comprehensive range of services						
Aims	Actions	How/ Planned Activity	Outcome/ Impact/ Evidence/ Performance Measure	Identified Resource	Lead(s)	Timescale
Ensure all households understand the housing options that are available to them by providing high quality service.	Information available re: -preventing homelessness, securing accommodation if homeless and the rights of those who are homeless or threatened with homelessness - any help or support (provided by us or any other local organisations) that is available for those who are homeless or likely to become homeless as well as how to access that help -specific to the particular groups specified in s179(2) who are at increased risk of becoming homeless and self-help information	Clear, accessible, up to date self-help information on the Councils website	Review web page hits	Existing	Housing Strategy Officer	April 2018  Reviewed every 6 months to ensure information up to date
	Develop triage approach to facilitate informed and effective use of interview time	Information provided on a self serve basis as part of initial homelessness enquiry/ referral prior to interview  Review available toolkits/ good practice	Information collated through self serve facility	Existing	Senior Housing Manager  Housing Strategy Officer	Reviewed annually
	Provide quality advice by telephone, in person, supported by IT solutions	IT homelessness module developed to effectively facilitate PHPs  Ongoing staff supervision, training and procedures updates  Consideration of virtual interview options		Existing	Senior Housing Manager	April 2018  Reviewed annually
	Develop methods to collect customer feedback to inform and improve service delivery	Work with customer services to develop approach to customer feedback	Feedback mechanisms in place Feedback informs & improves service delivery.	Existing	Housing Strategy Officer	Reviewed annually

<b>Strategic Priority 1: To prevent homelessness by providing a comprehensive range of services</b>						
<b>Aims</b>	<b>Actions</b>	<b>How/ Planned Activity</b>	<b>Outcome/ Impact/ Evidence/ Performance Measure</b>	<b>Identified Resource</b>	<b>Lead(s)</b>	<b>Timescale</b>
	Partner organisations provide quality advice relevant to customer needs	Communications with partners through Homelessness Forums	Meeting minutes	Existing & shared use of partners resources (i.e. training)	Housing Strategy Officer	Reviewed annually
	Explore advice and support available to people from abroad who may become ineligible households to ensure an effective response	Explore guidance and benchmark with local authorities  Develop procedures and up to date accessible website information	Clear, relevant information available		Housing Strategy Officer	End 2018  Reviewed every 6 months
	Ensure realistic perceptions of housing options (including availability of social housing), homelessness and knowledge of support services	Clear, accessible, up to date self-help information on the Councils website  Monitor & publish social lettings information  Work to deliver positive housing pathways  Consider opportunities to provide advice and information to young people through schools & mediation.  Contact all single under 35s on SM housing register to raise awareness of SPHP services.			Housing Strategy Officer	Annual lettings information published
Implement Homelessness Reduction Act	Continue to deliver and develop Implementation Plan	Work with local authority services, stakeholders, and partners (statutory, voluntary and third sector) to deliver the Plan	Greater prevention  Delivery monitored by Transformation Board	Existing	Senior Housing Manager. Housing Strategy Officer	Ongoing – key aspects in place by 3 <sup>rd</sup> April

<b>Strategic Priority 1: To prevent homelessness by providing a comprehensive range of services</b>						
<b>Aims</b>	<b>Actions</b>	<b>How/ Planned Activity</b>	<b>Outcome/ Impact/ Evidence/ Performance Measure</b>	<b>Identified Resource</b>	<b>Lead(s)</b>	<b>Timescale</b>
Develop Positive Pathways	Consideration of best practice and work with partners and partnerships to develop Pathways for young people and vulnerable adults with complex needs	Partnership work with Derbyshire County and other partners (statutory, voluntary and third sector) and existing partnerships (i.e. DHOG) to deliver.	Better joint working and outcomes for these client groups – increased prevention	Existing & Transformational Challenge Fund	Housing Strategy Officer	Reviewed annually
Improve prevention toolkit	Good practice and projects developed	Guidance and good practice considered	Homelessness prevention with best use of existing resources	Existing	Senior Housing Manager. Housing Strategy Officer	Reviewed annually
	Effective projects commissioned with SLA performance monitoring  Customers signposted to relevant organisations and initiatives for help & support	As stipulated within SLAs and annually as part of budget setting process.  Maintain up to date information on available services  Develop cost benefit analysis (NPSS toolkit)	Performance meets targets  Homelessness preventions with best use of existing resources	Existing	Housing Strategy Officer	Reviewed annually
	Enhanced partnership working	Develop means (including IT solutions) to facilitate early referrals through the s213B Duty to Refer  Development of joint working/ data sharing agreements, which set out and facilitate agreed best practice.  Work with public health services.  Funding opportunities secured to maintain and enhance services	Early intervention & homelessness prevention.   Customers achieve sustainable and healthy living solutions	Existing and new funding opportunities	Housing Strategy Officer	In place for 1 <sup>st</sup> October 2018 when duty commences  Reviewed annually

<b>Strategic Priority 1: To prevent homelessness by providing a comprehensive range of services</b>						
<b>Aims</b>	<b>Actions</b>	<b>How/ Planned Activity</b>	<b>Outcome/ Impact/ Evidence/ Performance Measure</b>	<b>Identified Resource</b>	<b>Lead(s)</b>	<b>Timescale</b>
	Help households remain together where it is safe with mediation	Build staff capacity to address through training, Home Visits, and ongoing work with social services support.	Homelessness prevented and moves in a planned way rather than crisis	Existing	Housing Strategy Officer	Reviewed annually
	Help those experiencing domestic abuse to have access appropriate services, support and accommodation	Work with County Council and partners to address need Sanctuary Scheme provision	Range of appropriate services, support and accommodation in place (including refuge provision)	Existing	Housing Strategy Officer	Reviewed annually
	Review use of Prevention Fund to ensure resources effectively utilised	Work good practice and housing advice service to develop and implement Council wide policy	Homelessness Prevented	Existing	Housing Strategy Officer	Reviewed annually
	Review use of DHP to ensure resources effectively targeted to prevent homelessness and explore options to help secure a move to alternative accommodation (i.e. cash rent deposits)	Consider guidance and good practice Work with housing benefit service to develop DHP policy and implement		Existing	Senior Benefit Officer. Senior Housing Manager. Housing Strategy Officer	Reviewed annually

<b>Strategic Priority 2: Ensure suitable accommodation is available to address and prevent homelessness</b>						
<b>Aims</b>	<b>Actions</b>	<b>How/ Planned Activity</b>	<b>Outcome/ Impact/ Evidence/ Performance Measure</b>	<b>Identified Resource</b>	<b>Lead(s)</b>	<b>Timescale</b>
Increase the supply of affordable housing and maximise the use of existing housing	Work with developers and RPs to increase new build affordable housing	Through planning, regeneration services and revision of the Housing Strategy	Number of new build affordable properties (PI)	Homes England grant funding, S106 and Right to Buy receipts	Regeneration Manager Housing Strategy Officer	Ongoing activity reviewed annually. Housing Strategy in place end 2018.

<b>Strategic Priority 2: Ensure suitable accommodation is available to address and prevent homelessness</b>						
<b>Aims</b>	<b>Actions</b>	<b>How/ Planned Activity</b>	<b>Outcome/ Impact/ Evidence/ Performance Measure</b>	<b>Identified Resource</b>	<b>Lead(s)</b>	<b>Timescale</b>
	Support empty homes work, particularly supporting growth of rented sector	Delivery of recent Empty Homes Strategy and cross service working group	Empty Homes brought back into use  Transformation Board review progress	Existing skills within are being used to identify and map the location of empty homes	Housing Strategy Officer	Empty Property Strategy in place end 2017. Progress reviewed Transformation Board
	Work with RPs in relation to implementation of flexible/ fixed term tenancies	Work with RPs to establish whether adopting, and if so, considerations/ actions/ homelessness prevention opportunities upon tenancy end		Existing resource	Housing Strategy Officer	Reviewed annually
	Review & establish nomination agreements	Work with RPs to review existing & establish nomination agreements (50%)	Nomination agreements agreed and in place  Nominations monitored annually (LAHs return)	Existing resource	Housing Strategy Officer	Reviewed annually
	Review mutual exchange options	Reviewed against best practice	Clear information available about available options/ initiatives	Existing resource	Senior Housing Manager. Housing Strategy Officer	Reviewed annually
Ensure that repossession is the last resort	Review HPBC eviction processes, including support available to customers at eviction warrant stage	Consider guidance and good practice and work closely with rent collection team and Senior Housing Manger		Existing resource	Senior Housing Manager	Reviewed annually
	Enable early identification and proactive prevention of potential evictions from social tenancies	Work closely with RPs to review existing & establish joint working arrangements/ protocols	Formal arrangements in place & operating. Closer joint working, with referrals facilitating earlier intervention made to HAS. Increased homelessness prevention.	Existing resource	Housing Strategy Officer	Reviewed annually
	Review prevention options available to Owner Occupiers	Review available good practice/ initiatives, equity release schemes.	Customer information available	Existing	Housing Strategy Officer	

<b>Strategic Priority 2: Ensure suitable accommodation is available to address and prevent homelessness</b>						
<b>Aims</b>	<b>Actions</b>	<b>How/ Planned Activity</b>	<b>Outcome/ Impact/ Evidence/ Performance Measure</b>	<b>Identified Resource</b>	<b>Lead(s)</b>	<b>Timescale</b>
	Respond to ongoing need for money, debt & budgeting advice, with digital access support	Annual SLA & monitoring  Increase personal budgeting support & digital assistance through delivery of UC Implementation Plan		Existing	Housing Strategy Officer  Senior Benefits Officer	Reviewed annually
Minimise use of Temporary Accommodation (TA)	Review use of TA and develop policy/ procedures  Consider the impact of changing funding arrangements for supported accommodation	Review existing provision and use (including type, duration, out of area placements)	Policy/ procedure in place  No 16/17 year olds in B&B, not to place any families not in B&B for longer than 6 weeks  Quarterly monitoring established	Existing resources	Housing Strategy Officer	Review – end 2018  Policy/ procedure – June 2019  Quarterly monitoring
Review options for single people (including those aged under 35 years)	Commission services related to the SPHP & Access to PRS projects  YP supported accommodation scheme alternative such as Nightstop in SM	Review available good practice/ initiatives (sharing & lodging schemes, accommodation finding services)	Options available for singles, under 35's to support sustainable access to accommodation.	Existing resources	Housing Strategy Officer	1 <sup>st</sup> April 2019  Reviewed annually
Maintain supported accommodation options	Consider the impact of changing funding arrangements for supported accommodation from 2020  Work with partners to support 'move on' agenda  Improve performance monitoring in relation to schemes receiving Intensive Housing Management funding	In partnership with providers and working groups DHOG/HPOG/County Councils  Through Homelessness Forums & MOPP  Review performance monitoring procedures with providers	Revised funding arrangements in place with minimal impact to existing supported accommodation.  Revised monitoring procedures in place which inform service quality considerations		Housing Strategy Officer    Senior Benefits Officer	Reviewed annually

<b>Strategic Priority 2: Ensure suitable accommodation is available to address and prevent homelessness</b>						
<b>Aims</b>	<b>Actions</b>	<b>How/ Planned Activity</b>	<b>Outcome/ Impact/ Evidence/ Performance Measure</b>	<b>Identified Resource</b>	<b>Lead(s)</b>	<b>Timescale</b>
Ensure vulnerable and homeless households are appropriately prioritised on the housing registers	Review allocations policy to make best use of stock & take into consideration HRAct 2017	Complete review through Home Options Working Group	Length of time to rehouse via Home Options data	Existing	Senior Housing Manager  Housing Strategy Officer	Reviewed annually

<b>Strategic Priority 3: Improve the Private Rented Sector Offer</b>						
<b>Aims</b>	<b>Actions</b>	<b>How/ Planned Activity</b>	<b>Outcome/ Impact/ Evidence/ Performance Measure</b>	<b>Identified Resource</b>	<b>Lead(s)</b>	<b>Timescale</b>
Advice and initiatives to support both tenants and landlords	<p>Deliver a 'call before you serve' early intervention landlord service pilot</p> <p>Improve property &amp; management standards through Landlord Accreditation Schemes, enforcement activity, establishing Landlord Forums &amp; building staff capacity to address illegal eviction</p>	<p>Work with DHOG &amp; DASH to develop, deliver and evaluate pilot.</p> <p>-Promotion of Landlord Accreditation Schemes. -Improved landlord information on websites, Universal Credit awareness raising sessions &amp; FAQs. -Work with Environmental Health and Benefit Services to establish Landlord Forum &amp; consult with landlords. -Staff training.</p>	<p>Earlier intervention, enabled to remain or planned moves and rehousing options available</p> <p>Improved landlord relationships and joint working</p> <p>Increased prevention and relief of homelessness.</p> <p>'Discharge of duty' through private rented discharge policy</p>	Existing	Senior Housing Manager  Housing Strategy Officer	Pilot scheme established during 2018/19

<b>Strategic Priority 3: Improve the Private Rented Sector Offer</b>						
<b>Aims</b>	<b>Actions</b>	<b>How/ Planned Activity</b>	<b>Outcome/ Impact/ Evidence/ Performance Measure</b>	<b>Identified Resource</b>	<b>Lead(s)</b>	<b>Timescale</b>
Improve access to the private sector	<p>Recommission services related to both the Access to the Private Rented Sector and Single Persons Housing Projects. This will include Pre-tenancy training and Tenancy Support.</p> <p>Explore schemes that offer affordable shared accommodation</p> <p>Review Rent Deposit Bond Schemes and Prevention Fund</p>	<p>Develop tender specification and work with procurement services</p> <p>Consider good practice</p> <p>Council wide RDBS &amp; Prevention Fund policies developed with housing advice service and partners</p>	<p>Homelessness preventions</p> <p>'Discharge of duty' through private rented discharge policy</p>	Existing	<p>Housing Strategy Officer</p> <p>Senior Housing Manager</p>	<p>Tender during 2018/19, services in place by 1/4/2019</p> <p>Revised RDBS &amp; Prevention Fund schemes in place end 2018</p>

Strategic Priority 4: Ensure sufficient support is available to address and prevent homelessness						
Aims	Actions	How/ Planned Activity	Outcome/ Impact/ Evidence/ Performance Measure	Identified Resource	Lead(s)	Timescale
Reduce rough sleeping	<p>Help people off the streets &amp; into settled accommodation</p> <p>Develop effective partnership working through a joint working protocol around tent provision in HP with Nightstop</p> <p>Work with Derby City mission</p>	<p>Work closely with outreach service providers (Brighter Futures, P3) DHOG and other partners to develop services (in particular High Peak outreach provision post 31.3.2018).</p> <p>Consider good practice and develop protocol and monitored</p> <p>Through the local delivery of the rough sleeper project</p>	Number of reported/ seen rough sleepers & outcomes of interventions	Existing	Housing Strategy Officer	Reviewed at DHOG and annually
Mitigate the impact of Welfare Reforms	<p>Money, debt, budgeting and digital support provided</p> <p>Stronger links with Credit Unions</p> <p>Work with agencies to increase access and options for access to employment</p> <p>Ensure that DHP is effectively targeted to prevent homelessness and explore options to help secure a move to alternative accommodation</p>	<p>Annual SLA &amp; monitoring.</p> <p>Increase personal budgeting support &amp; digital assistance through delivery of UC Implementation Plan</p> <p>Consider joint working good practice with Credit Unions</p> <p>Map &amp; make available clear, accessible, up to date self-help information on the Councils website re employment related services</p> <p>Work with housing benefit service to develop DHP policy and implement</p>		Existing	<p>Senior Housing Manager</p> <p>Senior Benefits Officer</p> <p>Housing Strategy Officer</p>	Reviewed Annually

<b>Strategic Priority 4: Ensure sufficient support is available to address and prevent homelessness</b>						
<b>Aims</b>	<b>Actions</b>	<b>How/ Planned Activity</b>	<b>Outcome/ Impact/ Evidence/ Performance Measure</b>	<b>Identified Resource</b>	<b>Lead(s)</b>	<b>Timescale</b>
Ensure that vulnerable people can access support around various issues where it may impact upon the ability to maintain a home.	(As above) Support options for female lone parent households (25-44 age group) Tenancy support provision – particularly to address gap in SM Access to furniture and white goods within the Staffordshire Moorlands - particularly to address gap in SM	Map & promote available options related to this and all other customer groups. Clear, accessible, up to date self-help information on the Councils website		Existing	Senior Housing Manager  Housing Strategy Officer	Reviewed annually
Improve support needs data collection	Collate data from Assessments and HCLIC monitoring, which can inform understanding and service commissioning	Establish quarterly reporting	Greater understanding of customer support needs/ gaps, which can be used to inform service commissioning/ funding opportunities	Existing	Housing Strategy Officer	Quarterly monitoring established by end 2018

