



East Cambridgeshire District Council

**HOMELESSNESS AND ROUGH SLEEPER STRATEGY
2020 - 2025**

Foreword

At East Cambridgeshire we are proud of our highly motivated Housing and Community Service. Over the last 5 years we have transformed our service with a focus on preventing homelessness.

The Service boasts a team that is focused and dedicated to ensuring that everyone has a decent home to live in. In addition, the Service engages with other partners, both voluntary and statutory; this ensures that other organisations share in our passion and ambition to deliver the best possible service to our community. We have excellent relationships with local housing associations and there are regular forums for local landlords and a free resolution service offered to landlords to help them with tenancy issues.

The Service now holds 'drop in's' 5 days a week, ensuring access to the general public for housing advice at the first opportunity.

The Soham young parent's project continues to go from strength to strength enabling young families to access support to move on into independent accommodation with the life skills needed to maintain it.

In their ambition to deliver the best possible service to the community, the Service identified a gap in supported accommodation for mental health and learning disability and worked hard to introduce partnership working with The Pringle Group to secure more properties in the district specifically for this client group.

Over the last two years we have seen the introduction of the new Homeless Reduction Act 2017. This introduction of this Act proved that the Council was leading the way in preventing and intervening in homelessness, as the obligations that it introduced encompasses practices that this Council has been focused on for the last five year.

I am proud to say we are still continuing to avoid the use of bed and breakfast accommodation and have done since August 2012.

A home environment is the hub of life. Health, well being, education and employment are mainly dependant on someone having a place they can call home. To become, or at risk of, homeless is one of the most frightening experiences imaginable. At East Cambridgeshire we are determined to do everything we can to prevent this happening to our residents.

I would like to thank all those agencies that have worked positively with the Council to help us delivery a truly holistic service that is focused on homelessness prevention.

Councillor David Ambrose Smith
Chairman Operational Services Committee

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1. Introduction

East Cambridgeshire District Council continually strives to make East Cambridgeshire the best possible place to live, work and visit. This ambition is embedded in both the Councils Corporate Objectives and the Corporate Plan. All residents should have access to a home that is of a good standard which they can afford and are able to sustain and maintain.

2. Background

Sections 1-3 of the Homelessness Act 2002 requires all Councils to produce a Homelessness Strategy every five years. The purpose of the Strategy is to:

- Address the causes of homelessness in the Councils area;
- Introduce initiatives to prevent homelessness wherever possible;
- To ensure measures are in place for sufficient temporary accommodation for those households that are or may become homeless; and
- Ensure that appropriate support is available for people who have previously experienced homelessness in order to prevent it happening again.

The Council recognises the devastating effect that homelessness can have on households and families and that good quality housing providing a stable and secure home environment contributes to the health and wellbeing of our residents.

The Council also has a duty to take reasonable steps to make sure that accommodation continues to be available for someone who is threatened with homelessness and is likely to have a priority need under the terms of the homelessness legislation. The Code Of Guidance that accompanies the homelessness legislation goes further in that it states that Councils should offer a broad range of advice and assistance and not wait until homelessness is a likelihood or imminent before taking action.

3. The 2015-19 Strategy

The Councils Homelessness Strategy was to focus on prevention, encouraging clients to seek advice at the earliest possible opportunity

Key successes of the 2015-19 Homelessness Strategy:

- Silo approach to homelessness prevention eradicated as a result of close partnership working with relevant agencies
- Introduction of Community Hubs across the district
- Implementation of The Homeless Reduction Act 2017

The Housing & Community Team has continued to focus on early intervention and prevention and have consistently maintained zero families in bed and breakfast accommodation since August 2012.

How did the Council achieve this?

Drop in Services- The introduction of 5 drop in surgeries a week enabling easier access to a Housing Options Officer without having to wait for an appointment. – We have now extended these drop in sessions to 5 days a week, introducing 2 tenancy support drop in sessions.

Tenancy Support- We have increased our capacity to 2 tenancy support officers and funded an external mental health charity to offer specific mental health support to our clients.

Prevention Fund- Increased our prevention budget to £20,000; thereby enabling the officers much more flexibility to secure a tenancy with ad hoc one off payments.

Landlord Events- The Council hosts and runs landlord events and provides a free landlord resolution service which seeks to encourage landlords to work with the Council and potential tenants in receipt of benefits.

Hostel Voids- We continue to sub-let our hostel accommodation when needed; savings in this area are reinvested back into preventing homelessness.

Relationships- Better working relationships; internally and externally, and adopting a multi-agency approach. This has gone from strength to strength and some great networking is now happening across the sub region within the community hubs.

Rosmini Centre – The Council now works in partnership with the Rosmini Centre who occupy office space within the Housing & Community Service. This enables us to engage and work more closely with foreign migrants offering services such as, English lessons, solicitors, translators, and advice on employment law, something we were never able to assist with previously.

Homelessness Prevention Grants and Loans – The Council considers making these types of payments where homelessness can be prevented and existing accommodation maintained for a minimum of 6 months. This provides the best outcome for the family and can be used in many different situations, to prevent or resolve homelessness.

Discretionary Housing Payments (DHP's) – Helping clients to apply for top up payments where there may be a shortfall between their rent and housing benefit payments. This can be used to make a property more affordable enabling the families more time to secure more affordable housing.

The examples above are not an exhaustive list of the prevention measures and we continually review and adapt our service to meet the changing needs of our community.

Earlier interventions, as opposed to attempting resolutions at the point of crisis; this will always increase the chances of being more successful in preventing homelessness.

This consistent approach to housing advice and options means that the Council is continuing to lead the way, in the sub-region, for preventing and reducing homelessness.

The introduction of the Homelessness Reduction Act 2017 has amended Part 7 of the Housing Act 1996 and includes new measures:

- An extension of the period during which an authority should treat someone as threatened with homelessness from 28 to 56 days.
- Clarification of the action an authority should take when someone applies for assistance having been served with a section 21 notice of intention to seek possession from an assured shorthold tenancy.

- A new duty to prevent homelessness for all eligible applicants threatened with homelessness.
- A new duty to relieve homelessness for all eligible homeless applicants.
- A new duty on public services to notify a local authority if they come into contact with someone they think may be homeless or at risk of becoming homeless.

How do we do it?

Initially an Officer will assess whether they can work with the household to resolve the issue, whatever it may be, and try and help them to stay in their current home. Every client is issued with a Personal Housing Plan which is client centred with tasks for both client and officer. This could be by:

- Negotiating with family and friends; this includes acting as a mediator;
- Negotiating with private landlords and agents; or
- Assisting with maximising income, for example help with applying for benefits and demonstrating effective budget management.

Where homelessness cannot be prevented, different housing options are considered. Each option is tailored to suit the individual household and is detailed in their own Personal Housing Plan. Advice is provided on the different tenures available including private rent, low cost home ownership and social rent.

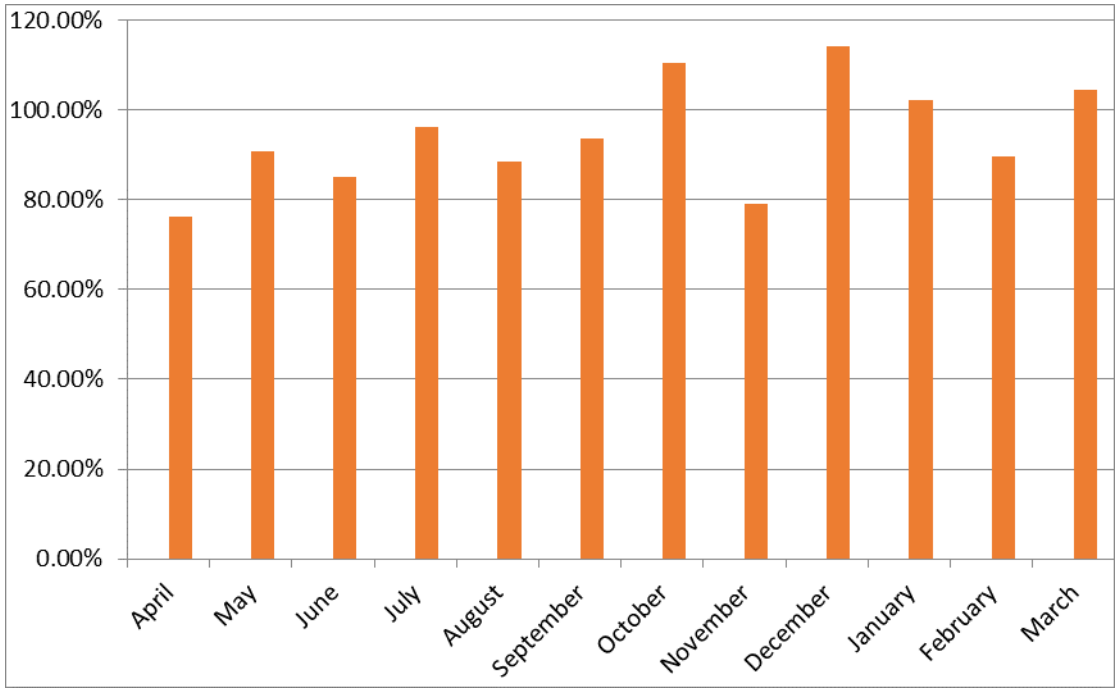
The Housing Advice and Homelessness Services are run in-house by the Council with Sanctuary Housing administering the Housing Register on the Council's behalf.

4. Where are we now?

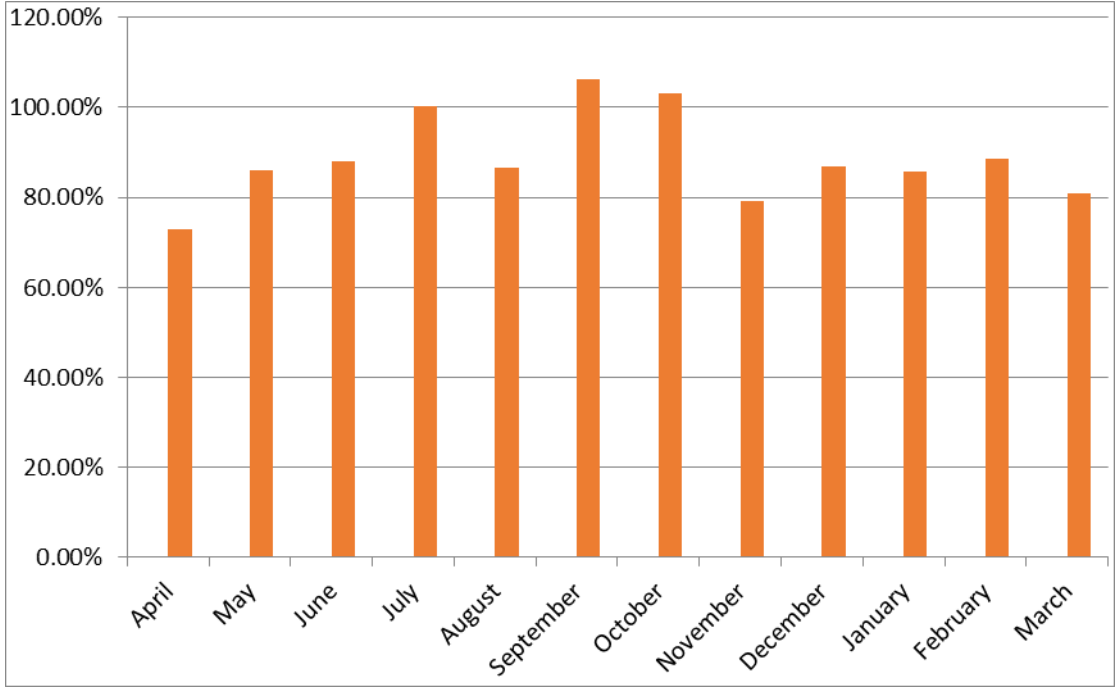
The Council has continued to sustain zero families in Bed and Breakfast accommodation since August 2012.

Since bringing the rent deposit scheme in-house we now have recycled funds and are able to use such funds to assist more people in private rented accommodation. As a result of robust procedures, approved by internal audit, introduced by the Income Recovery Officer, collection rates have been consistently high. Additional support is provided by Rossendale's Debt Recovery, who work on behalf of Anglia Revenues Partnership.

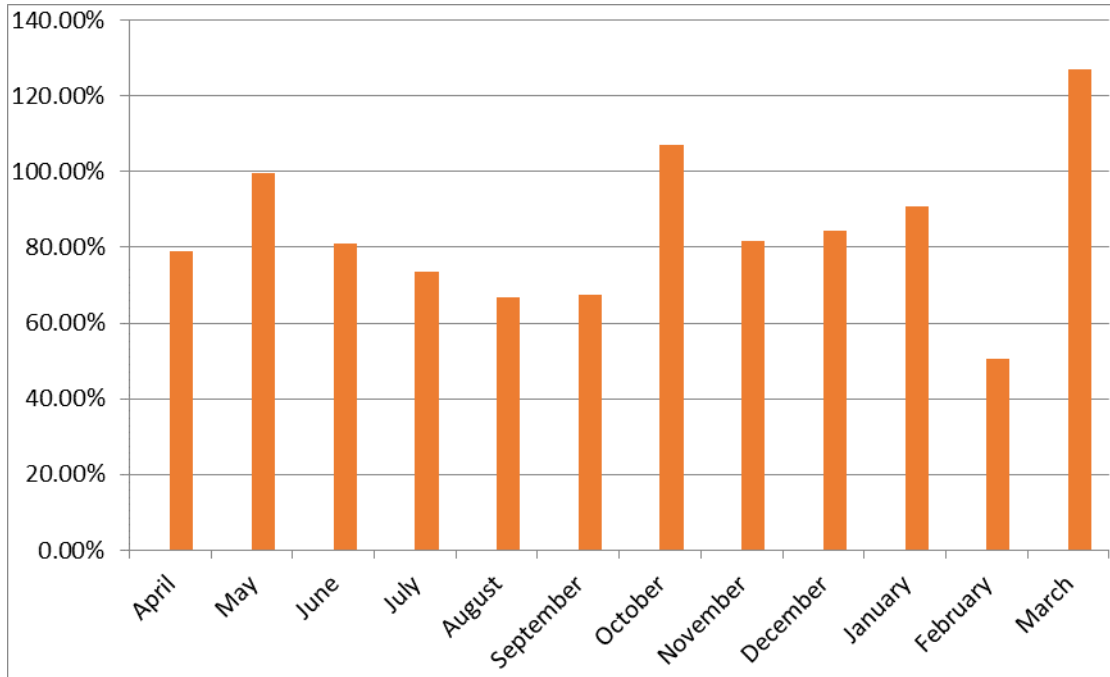
Rent collection for 2017, 2018 and 2019:



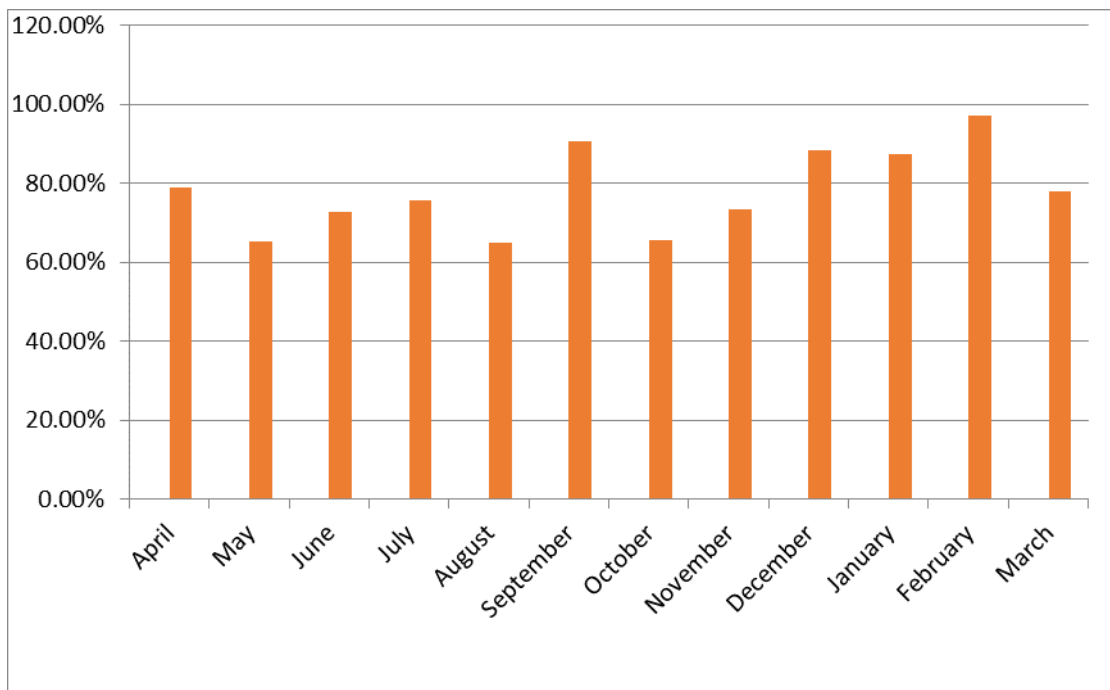
2016/17



2017/18



2018/2019



5. **Strategy for 2020-2025**

Reviewing the past and preparing for the future

The National Picture

The number of households approaching local authorities for assistance as homeless has increased from a low point in 2009/10, with Councils in England accepting 40,200 households as statutorily homeless that year compared to 59,030 in 2016/17. This represents a 48% increase over a seven-year period.

Although the growth of homelessness has been seen the most significant in London with a 92% growth in this period, the rest of England experienced a 34% increase in the number of households accepted as homeless over the same time period.

The most significant factor contributing to this trend is the number of households being evicted from private sector tenancies through no fault of their own. The last six years prior to the first quarter of 2017 has seen this becoming the cause of homelessness in 29% of cases whereas in 2009 it contributed to 11% of households accepted as homeless.

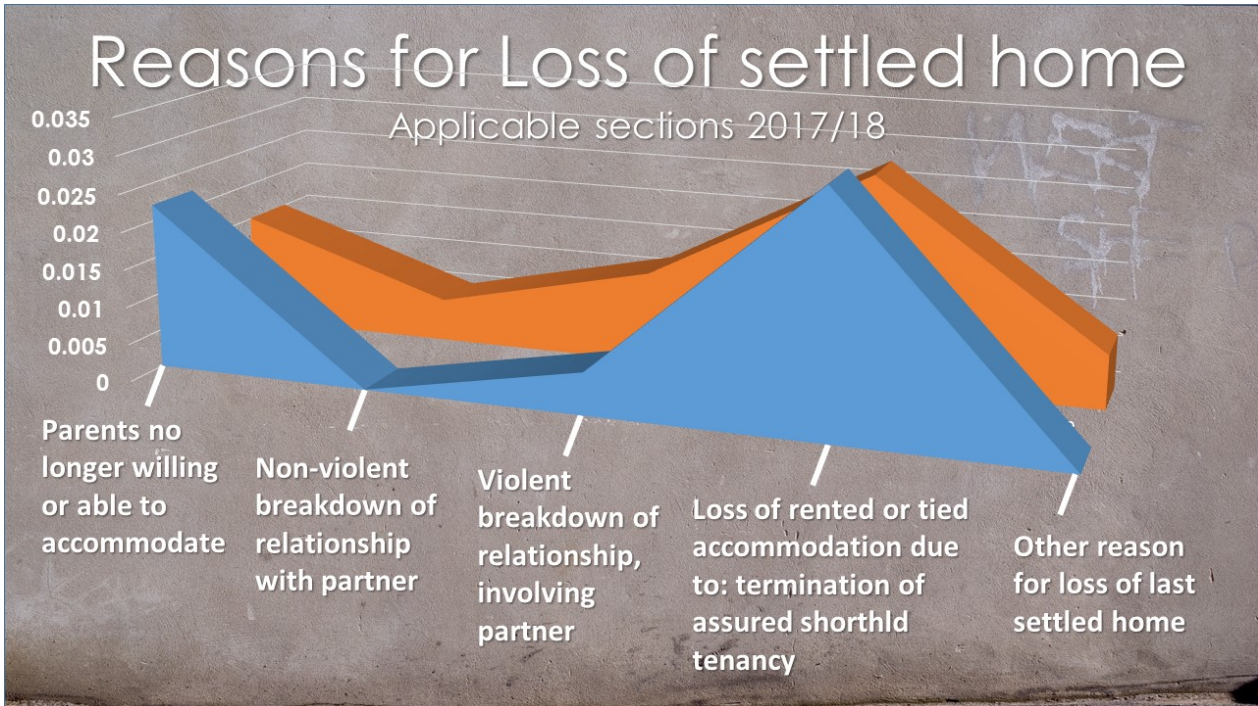
The doubling of the size of the private rented sector between 2002 and 2015/16 may be a contributing factor to this becoming a greater cause of homelessness. However, during the early years of this growth homelessness continued to decline as local authorities managed to successfully prevent homelessness by assisting households into private sector tenancies. The growth of homelessness from private sector tenancies correlates to the introduction of the welfare reform programme, in particular changes to the housing benefit system. The indication is that this has led to affordability becoming an increasingly significant issue, as more households facing the end of a private tenancy are unable to find an alternative without assistance of local authorities.

The Local Picture – a review of homelessness in East Cambridgeshire

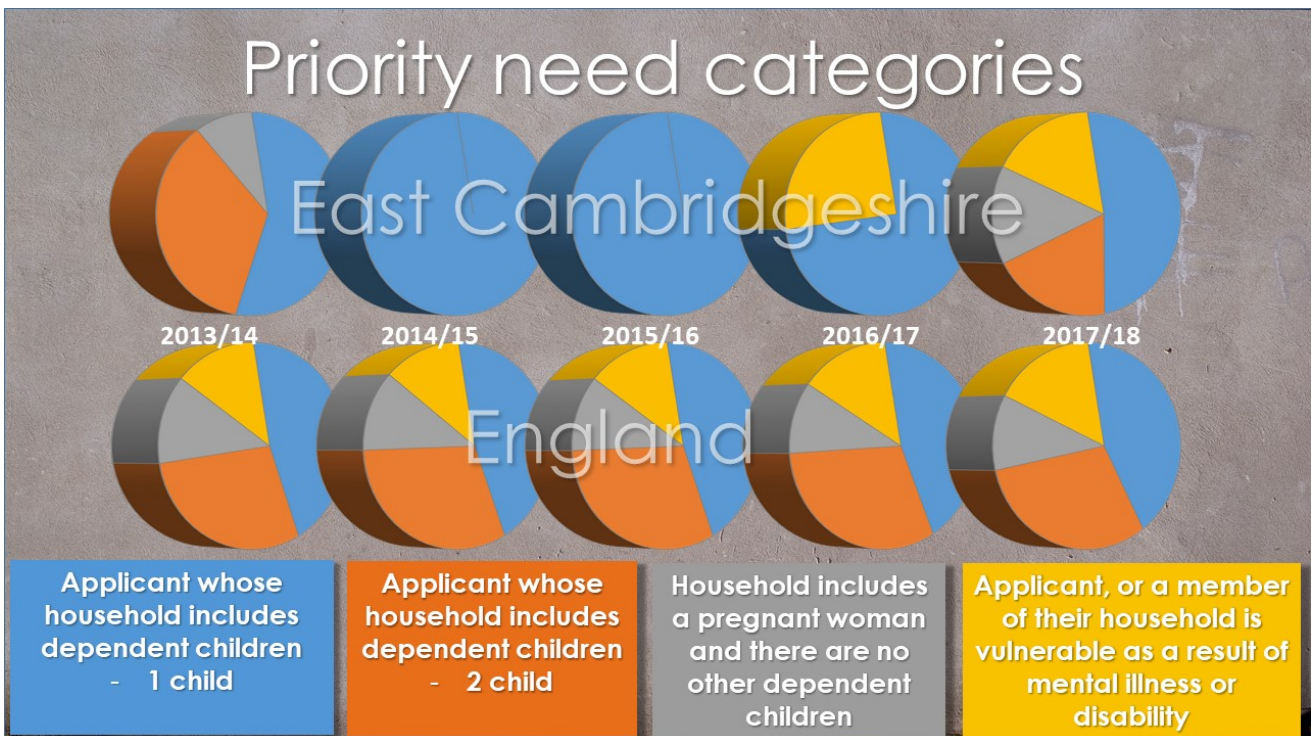
The trend in homelessness in the district has been similar to national trends. As with the national picture, homelessness as a result of households being evicted from the private rented sector through no fault of their own is now the single biggest cause of homelessness.

The wider impact of the welfare reform programme will continue with the full rollout of Universal Credit which is likely to be the next major event that may impact on housing implications for households in receipt of benefits. Evidence considered by the Parliamentary Work and Pensions Committee suggests that where roll out has already taken place claimants are facing problems with increasing debt and a rise in rent arrears. This has in turn led to the threat of possession action by landlords as households struggle to make their rent payments due to delays in the receipt of their Universal Credit.

The main cause of homelessness within the district are consistent with the national picture; eviction by parents, other relatives and friends and relationship breakdowns (violent and non violent) continue to be significant causes but as at the national level the end of private sector tenancies is now the single cause of homelessness and has been since 2010/11.



In terms of the type of households facing homelessness, both nationally and locally approximately 70% are families either with children or where they are expecting their first child. This may lead to family upheaval with children being placed into temporary accommodation.



Single people with significant mental health issues has increased rapidly over the last few years, however evidence locally suggests that there are an increasing number of young people facing the threat of homelessness but successful prevention work with them, for example helping them into appropriate specialist supported accommodation.

From 1 April 2017 to 31 March 2018 the Council had 361 Households requests for assistance with matters related to the threat of homelessness or becoming homeless.

- The Council was able to assist 97 households to remain in their own home using mediation, and by utilising Discretionary Housing Payments (DHP) and resolving housing benefit or income issues.
- The Council was able to assist 108 households into alternative accommodation including supported housing & private rented.
- The Council dealt with 156 homeless applications; 94 applications were accepted as having a Full Housing Duty. This equates to 26% of the footfall to Housing advice being homeless acceptances. This has reduced the burden from Social Housing providers and releases elements of the Housing register.

Continuing Prevention Initiatives

Homelessness prevention grants and loans – the Council considers making payments through its homelessness prevention funds; where homelessness can be prevented for an additional 6 months. It can be used in many different ways for example, to help clear arrears to prevent court action, or to help a household with upfront costs to secure accommodation.

Discretionary Housing Payments can be used for helping clients to apply for ‘top up’ payments where they have a shortfall in their rent and again for paying off rent arrears to prevent any court action.

Access to Tenancy support is available for all our clients including affordability tests and debt management including household budgets. Our Tenancy Support Officers have worked with 146 families across the district to prevent homelessness as well as the Housing and Community Safety Team they are contacted by partner agencies to work with vulnerable families and adults to help with income, maximise benefits help with health, debt and sign post to various support agencies. They also work closely with our temporary accommodation providers to ensure that households are ready to move into long term accommodation. They will work with families to set up tenancies, utility’s, housing benefits, doctors and schools to give people the best possible start in accommodation.

Negotiation/mediation with family and friends, all the Team are trained in this aspect allowing them often to prevent homelessness and resolve breakdown in relationships within the family, often including ongoing support to maintain these relationships.

Rent Deposit Scheme – The Council is able to provide an interest free loan to households threatened with homelessness to help with costs that may be preventing them to access the private rented sector. Affordability tests are carried out to set up affordable payment plans of which we have a collection rate of 85.38% this enables us to lend money for rent deposit meaning we have a constant recycle fund so we can continue to lend homeless households and those threatened with homelessness money to secure private rented accommodation in the local area. In the last 12 months we have assisted 56 households into affordable private rented accommodation.

Free Landlord Resolution Service – this is offered to all landlords and agents regardless of whether we have placed the tenants with them, allowing us to build better relationships with landlords in the district.

Private Rented Landlord Liaison Officer – a single point of contact for all landlords and tenants enabling a much more streamlined service for the private rented sector.

Daily drop in services – enabling client’s immediate access to advice and assistance from a Housing Officer or Tenancy Support Officer.

Community Hubs across the district – enabling clients in our more rural areas access to services without the need for extensive travel at a cost to our clients. Focusing on early intervention and prevention.

Early intervention is invaluable; reaching out to communities before crisis not only saves the Council money in the long term but delivers a service that the community deserves. None of this could be achieved without the excellent relationship that the Council has with partner agencies. Other authorities in the sub-region are looking to implement similar models.

We have continued to avoid the use of bed and breakfast accommodation. The Council has not placed anyone in bed and breakfast accommodation since August 2012.

The Council lets out its void rooms in its temporary accommodation hostels to other authorities within the sub region to assist in reducing their use of bed and breakfast accommodation.

The Council recognises the high level of migrant workers in the district and has welcomed the Rosmini Centre who now operate from an office base within the Council. Whilst the Rosmini Centre primarily support Eastern European clients, they offer assistance to all minority ethnic communities. The Council contributes £7000 to the running costs through its Community Safety fund with a further £7000 match fund from the Office of the Police and Crime Commissioner.

The Rosmini Centre service has proven to be of great value to the Council and many of its residents. They provide translators and support services to foreign nationals free of charge. Their outreach service includes assisting clients in obtaining National Insurance numbers, access to schools and medical services, signposting to mental health and learning difficulties support, job seeking and in limited circumstances, repatriation. They are involved in outreach work at local factories and other areas of employment and “recruit” volunteers to provide English speaking lessons

Gaps in Service

Through our joint prevention work with our partners and via our homelessness hub we recognised that there has been a real increase in people approaching with significant mental health needs and we realised that there was no supported accommodation within the district. To resolve this, we approached The Pringle Group who purchase and develop fully supported properties for people with learning disabilities and mental health issues.

The Council now has direct referral rights into 3 properties in East Cambridgeshire and several outside of the district for long term supported accommodation. We currently part fund a member of staff with a £7,000 grant on an annual basis. We continue to work with The Pringle Group to identify new properties.

Historically, in East Cambridgeshire we have low numbers of rough sleepers; averaging figures of our rough sleeper estimate are always around 1 or 2. Consideration has been given to whether a night shelter is necessary, however, with such a low average, at present it is not considered necessary to provide a night shelter. This will be kept under continuous review.

The Council works closely with The Lighthouse Centre (a local church) and we provide funding to provide our 'No Second Night Out' and SWEP provision.

Working with our partners of the Community Hub, our Homelessness Forum continues to identify any vulnerable rough sleepers in the district.

Long Term

With the introduction of the Homelessness Reduction Act and the rollout of Universal Credit within the district we need to be mindful of ongoing monitoring and the impact this may have on homelessness in the district.

The Housing & Community Service has set up forums with the DWP and local Job Centres. This has resulted in more stringent referral processes between our registered housing providers to refer vulnerable tenants at threat of homelessness to the Council at the earliest possible opportunity.

The Council will continue to roll out more community hubs in the more remote areas of the district and therefore enabling access to advice and assistance to all of our residents.

Applying the 2020-25 Strategy

The Council will continue to focus on early intervention prevention, encouraging clients to seek advice at the earliest possible opportunity.

As identified above, nationally the number of households approaching local authorities for assistance as homeless has increased from a low point in 2009/10, with councils in England accepting 40,200 households as statutory homeless that year compared to 59,090 in 2016/17. This shows a 48% increase over a seven-year period.

Here in East Cambridgeshire the most significant factor contributing to this trend is the number of households being evicted from private sector tenancies through no fault of their own.

While these figures consider those vulnerable households to whom the Council owes a statutory duty (being mainly those with children) there are many single non-vulnerable people who have difficulty in securing affordable accommodation in East Cambridgeshire. This strategy seeks to ensure that their needs are also considered and, where appropriate, ensure that advice, options and support is made available to all applicants that approach us for advice.

What is being done and what will be done?

The Council is working with local landlords and letting agents. There has been considerable success to date resulting in landlords now wanting to work with the Council to enable clients to be housed in private sector housing.

Officers will continue to work with private landlords to ensure that private renting is a viable option for clients.

The Council has now set up 8 Houses of Multiple Occupancies (HMOs). This has enabled the facilitation of housing more single non-priority people within a matter of days.

Officers will continue to work towards increasing the number of HMOs in the district.

The Council is consistently engaging new landlords to set up established HMO's, in partnership with our Environmental Health Team.

Officers will continue to seek out new private landlords to house clients.

The Council continues successful landlord forums. These forums have been a good platform for the Council to dispel some of the myths around social housing to private landlords and agents and encourage more private landlords to work with the Council.

We continue to provide a **free** landlord resolution service. This enables landlords to work with us to resolve tenancy issues, and reduce potential evictions.

Officers will continue to host and run these forums.

The Council has a duty to provide certain homeless households with temporary housing whilst it attempts to help them resolve their housing difficulties. As with many areas, the limited number of social rented properties available for letting and the increasing demands on these properties leads to homeless households having to spend longer than would be desirable in temporary accommodation.

Temporary accommodation, and in particular Bed and Breakfast, is recognised as being unsatisfactory for households, especially those with children. In many cases it provides accommodation with shared facilities away from support networks at a cost to both the Council and the household. It is estimated that temporary accommodation for homeless families costs approx £18,000 per year which is a significant cost to the public purse.

Temporary accommodation is currently provided in three hostels within the district with accommodation available for 18 households. This does not include our Young Parents Project in Soham which has 4 rooms.

No Second Night Out

The principles supporting no second night out are outlined within the Government Strategy Vision to end rough sleeping.

New rough sleepers will be identified and helped off the streets immediately so they do not fall into the entrenched rough sleeper pattern.

They will be helped to a place of safety where their needs can be quickly assessed and they can receive advice on their options.

Access to emergency accommodation and a network of services if required. Anyone found rough sleeping in the district with no local connection should be reconnected back to their local community unless there is good reason why they cannot return.

East Cambridgeshire recognises the vulnerabilities of people who are faced with rough sleeping and will work with their partner agencies to assess and provide suitable accommodation within 48hrs.

Supported accommodation for specific Mental Health and Learning Disability.

We recognise a significant increase in clients becoming homeless with mental health and learning disability issues.

We have formed a working partnership with The Pringle Group for direct referrals into a property in Ely and numerous properties in Cambridge and Haverhill.

This is long term accommodation with support provided by both The Pringle Group and our own Tenancy Support Officers.

Offering a fully comprehensive and holistic advice service.

Early intervention is proven to reduce homelessness and avoid crisis situations.

The Council is using government grant funding to expand and upskill the Team to provide the best and most accessible advice service to all residents in the district, including advice on:-

- Benefits
- Debt Management (including bankruptcy and debt relief orders)
- Pensions
- Employment Law
- Consumer Advice
- Relationship Advice
- Education
- Legal Advice
- Immigration
- Travel and Transport

The Service will expand the drop-in services to 9am to 5pm (4.30pm on Fridays); enabling residents to access advice and assistance during office opening hours face to face.

The Council is due to roll out a further 3 Community Hubs across the district. Further we are committed to delivering more across the district to be opened during the lifetime of this strategy.

Officers will continue to work on the prevention programme to ensure that the number of people in temporary accommodation is kept as low as possible. Officers will continue to work on initiatives to increase the stock of shared houses with direct referral rights.

6. What are the challenges ahead?

Universal Credit

Universal Credit rolled out in East Cambridgeshire in September 2018. Vulnerable people and households will be paid all of their benefits in one monthly lump sum. It is anticipated that the threat of homelessness may increase as a result of these changes.

The Council is aware that the next 12-24 months will be crucial as the impact on homelessness becomes more apparent. Through the measures that have been identified in this Strategy, the Service is committed to ensuring that as few people as possible suffer a negative impact.

What is the Council doing?

The Council is working with Anglia Revenues Partnership (ARP) and the Department for Works and Pensions (DWP) to see how Officers can protect vulnerable client rents by enabling rent to be paid directly to landlords.

A training programme has been rolled out by ARP and DWP.

The Council is also providing budgeting and digital assistance to all new applicants that approach this authority.

Welfare Reform/Budget Changes

From April 2017 a minimum age of 21 threshold was introduced for new claims in housing benefit (or the housing element of Universal Credit).

There were some exceptions; parents, vulnerable groups i.e. care leavers, claimants in temporary accommodation, and people who could previously afford their rent without assistance.

What is the Council doing?

The new threshold has had an impact on the work currently being done with young people. Officers will need to continue to work closely with Social Care through joint assessments. The impact of these changes will be on Social Care to accept more young people as 'Looked After' and the costs of accommodating will fall to them.

It will become more difficult to house homeless 18-21 years olds if they are not in receipt of housing benefit. Officers will need to continue building on the good work already carried to assist young people in gaining employment or apprenticeships.

Officers will continue, wherever possible, to put in place measures to prevent homelessness and work with the multi-agencies to ensure that the right advice and support is provided.

Gypsy & Traveller Provision

With the temporary closure of 9 pitches in the district, Officers are exploring all avenues of Government funding for potential new sites and/or refurbishment of existing sites, this will be ongoing depending on future needs.

7. Objectives for the Future

The Council recognises the significant social hardship that homelessness has on affected households. It also recognises that there is a significant monetary cost to households as well as the Council as a result of its statutory duties towards the homeless.

Prevention of homelessness, or where prevention is not possible, minimising the detrimental effects of homelessness, remains at the heart of what the Council aims to achieve for the residents of the district.

Understanding the future challenges and setting objectives around these challenges enables the Council to take a holistic view of the demands and pressures that it faces and facilitates the provision of a proactive service that seeks to tackle these issues.

The following objectives have been developed to address homelessness in East Cambridgeshire:

Maintain no families in Bed and Breakfast accommodation.

Expansion of the Free Landlord Resolution Service by encouraging more landlords to work with the Council in using private rented accommodation.

Increase the collection of rent deposit loans which will enable increased recycled funds to assist more clients.

Explore the potential of a Landlords Accreditation Scheme.

Provide residents with a fully comprehensive and holistic support service with accessibility for assistance as soon as they approach this authority.

Ensure that information and advice on housing and homelessness prevention is widely available and that our customers are seen at the earliest possible opportunity.

Continue to manage the impact of Universal Credit and Welfare Reform changes.

Homelessness Strategy Action Plan 2020-2025

| Objective | Action | Target date | Comments & Officer Responsible |
|--|---|-------------|--|
| Objective 1 – Maintaining no families in B&B accommodation | Ensure clients are seen at the earliest opportunity to enable prevention of homelessness. | ongoing | All Housing Options Officers |
| | Develop the Council’s web pages to ensure that up to date information is available on housing options. | ongoing | All Officers |
| | Work with social housing providers to reduce the risk of homelessness from welfare reforms & Universal Credit through joint initiatives to provide early information and advice | ongoing | All Officers & Registered Providers |
| Objective 2 – Expansion of our Landlord Resolution Service | Work with Private Landlords and Letting agents to encourage them to work with us, enabling us to house more clients into the Private Rented Sector | ongoing | Private Landlord Liaison Officer |
| | To host 2 Landlord Forums per annum | Ongoing | Private Landlord Liaison Officer, Environmental health, Energy Efficiency Officer |
| | To continue to work with landlords in setting up Houses of Multiple occupation to house single non priority clients | ongoing | Private Landlord Liaison Officer & Environmental Health |
| Objective 3 – Increase the collection of rent deposit loans which will enable increased recycled funds to assist more clients. | Increase collection rate to 95%, ensuring more recycled funds are available to help new clients. | ongoing | Income & Recovery Officer & ARP Debt Recovery |
| Objective 4- Explore the potential of a Landlord Accreditation Scheme. | To explore the possibility of setting this up across East Cambridgeshire enabling us to ensure that goods and services are safe within the private rented sector. | ongoing | Schemes are already being rolled out across the country. Private Landlord Liaison Officer |

| Objective | Action | Target date | Comments & Officer Responsible |
|---|---|------------------------|--|
| Objective 5 – to provide a fully accessible holistic support service for all residents in East Cambridgeshire and to work with our partner agencies to streamline referral processes. | Ensure all officers within the Team have had relevant training | ongoing | All Officers |
| | | ongoing | To work with a multi agency approach. All Officers |
| | Undertake an review within 6 months of full roll out | Oct 2020 | Housing & Community Safety Manager |
| Objective 6 – Ensure that information and advice on housing and homelessness prevention is widely available and that our customers are seen at the earliest possible opportunity | To keep all leaflets up to date to reflect services provided by the council | ongoing | All Officers |
| | Ongoing development of our website, ensuring relevant and up to date information is shown | ongoing | All Officers |
| | To continue to see our clients at the earliest opportunity to explore all avenues of prevention Review the Councils Lettings Policy in light of the implementation of the Homelessness Reduction Act | Ongoing ongoing | All Officers Housing Options Homelink Partnership |

| Objective | Action | Target date | Comments & Officer Responsible |
|--|--|--------------------|---|
| Objective 7– to continue to manage the impact of Universal Credit and Welfare Reform Changes | Ensure all officers within the Team have had relevant training | ongoing | All Officers |
| | | ongoing | To work with a multi agency approach. All Officers |
| | | | |
| Objective | Action | Target date | Comments & Officer Responsible |
| Objective 8– to continue to explore funding for provision of new Gypsy and Traveller sites. | Ensure all officers within the Team have had relevant training | ongoing | All Officers |
| | | ongoing | Traveller Liaison Officer |