

Preventing Homelessness and Rough Sleeping Strategy 2020-23: Delivery Plan

Priorities:

- 1) **Improving** health and wellbeing, building on skills, empowering communities to thrive
- 2) **Driving** innovation across the local system of public services through effective partnership arrangements
- 3) **Supporting** people to remain in their homes, or to move to the right accommodation at the right time
- 4) **Developing** local partnerships to ensure no-one has to sleep rough in Test Valley

1) Improving health and wellbeing, building on skills, empowering communities to thrive

No	What we will do?	When we will do it by?	Who will deliver this?	Resources needed	Milestones	Target/Outcome	What will success look like?
1.	Promote the service	Quarterly Reviews	Head of HEH & Housing Manager	Staff time	<p>Press releases to reflect key messaging</p> <p>Regular Preventing Homelessness Forums</p> <p>Regular training / information sharing with partner agencies</p> <p>Close liaison with Corporate Communication</p>	<p>Stakeholders are aware of service developments and how they can feed into them</p> <p>Residents are reporting rough sleeping to the Housing Service via Streetlink</p> <p>Greater awareness of homelessness including the impacts of</p>	<p>Customers will recognise the seriousness of their situation and will approach the Council at the earliest opportunity</p> <p>Regular press releases showcasing initiatives and services available to prevent and relieve homelessness</p> <p>Residents reporting rough sleeping through Streetlink and a greater awareness of the implications of giving to anyone who may be begging</p> <p>Stakeholders are kept up to date on developments and are actively playing their part in the local</p>

					<p>s Team at Test Valley with regard to messaging around any emerging rough sleeping pressures</p>	<p>begging in town centre locations</p> <p>Service users present at the earliest indications that their housing may be at risk</p> <p>Customer expectations reflect the way the service operates (housing options, strengths-based discussions, focus on prevention)</p>	<p>response to prevent and relieve homelessness</p>
2.	<p>Conduct regular case audits to inform performance management report and recommendations to be implemented to ensure consistency of service and identify potential areas for training and improvement</p>	<p>Quarterly from March 2020</p>	<p>Housing Manager / Senior Housing Options Officers</p>	<p>Staff Time</p>	<p>Case audit results discussed at team meetings, in 1-1s and in annual and mid-year performance appraisals.</p> <p>Findings addressed and</p>	<p>All staff working consistently</p> <p>All staff working in a procedurally compliant way</p> <p>Performance issues addressed</p>	<p>Recommendations are being acted on and appropriate changes to service delivery and case work are being made</p> <p>Procedurally compliant service delivery</p> <p>Improve internal process and procedures</p>

					service delivery improved	Training needs identified	
					Performance management culture embedded	Continuous service improvement through shared oversight	
3.	Conduct casework reviews where the tenant has complained to the landlord and been served notice	Quarterly from March 2020	Senior Housing Options Officers Principal EH & Housing Officer (Private Sector Housing)	Staff time	Case audit results discussed at team meetings Findings addressed and service delivery improved	Identify any trends amongst landlord/ and letting agencies Work with landlords & letting agents to prevent homelessness and reduce service of notices	Reduction in the number of notices being served by landlords Recommendations are being acted on and appropriate changes to service delivery and case work are being made Procedurally compliant service delivery
4.	Explore consultation opportunities to learn from the experience of service users	Ongoing Annual review from March 2021	Housing Manager / Senior Housing Options Officers / Preventing Homelessness Forum	Staff time MHCLG grants Incentives for participation	Annual service user focus groups Identify alternative measures through which to gauge service	Service users' experiences and views influence the future service delivery	Service users regularly engaged in service improvement High levels of satisfaction with the service High performance in the context of preventing and relieving

			(Working Groups)		user experience and learn from it to inform service improvements	Customer satisfaction is high Effect service preventing and relieving homelessness Targeted promotion and place based working	homelessness (against performance KPIs)
5.	Ensure relevant partner agencies understand the reporting requirements of their revenue funding from the Council and are accurately reporting their work	April 2021	Housing Manager Andover Crisis & Support Centre Two Saints	Staff time Service Budget 2021-2024	Agree funding for Andover Crisis and Support Centre and Two Saints for 2021 - 2024 Review SLA requirements to ensure partners are contributing to HRA duties and providing appropriate data	Partner agencies clear on what to report and how to report	SLA agreed with partner agencies from 2021-2024 Partner agencies feeding through their data to ensure we are capturing all the work we can that is happening locally, including monitoring SLAs for value for money Accurate reporting of data to central government Funding requirements met from any external funding sources such as the MHCLG

6.	Partnership working with JCP and Skill Zone to support people in receipt of welfare benefits, and including with regard to Duty to Refer for those people who may be at risk of homelessness as a result of welfare benefit changes	June 2020	Housing Options Team DWP	Staff time	Improved information sharing and working relationships between district council and DWP	Effective use of Duty to Refer	<p>The Housing Options Team have the knowledge to provide the correct benefits information to all customers</p> <p>Supporting people on low incomes and linking them in to other services and opportunities to help them develop confidence and skills</p> <p>Develop close working relations with DWP Job Coaches and use of joint interviews to support people to maximise their incomes through employment</p> <p>Attendance and participation in Skill Zone</p>
7.	Ensure the Housing Options team are able to identify and assist people affected by learning disabilities	March 2021	Housing Manager HCC Adult Services	Staff time & training budget	All staffed trained (including through 'train the trainer') to upskill them when working with this client group	<p>Learning disabilities identified as a support need at initial assessment in appropriate cases</p> <p>Appropriate referrals between agencies and into</p>	<p>Joint working with the learning disabilities team to assess needs of customers with learning difficulties</p> <p>Customers with learning disabilities are not disadvantaged when applying for help and support with housing</p> <p>Training and raised awareness of the Housing Options team to improve our response and ability to identify</p>

					Better links to support services for people affected by learning disabilities	support services for those at risk of homelessness or experiencing homelessness	potential cases as part of our day to day front line work.
8.	Embed and develop the Council's in-house Resettlement Service during the first year of operation	March 2021	Housing Manager / Senior Accommodation Services Officer / Senior Housing Options Officers	Staff time Flexible Homelessness Support Grant	Full complement of staff in roles and inducted into TVBC Resettlement Officers actively involved in the delivery of personal housing plans All households in temporary accommodation have a named Resettlement Officer working side by side with their named Housing Options Officer	Minimised numbers in temporary accommodation under homelessness duties Minimised length of stay in temporary accommodation Personal housing plans taking a more actively holistic approach to meeting need	TVBC maintains low levels of households in temporary accommodation No use of bed and breakfast for families and those with pregnant household members (except in an emergency and then for not longer than 6 weeks) Average length of stay in temporary accommodation reduced Housing Options Officers upskilled in resettlement support techniques to enhance pre-existing asset-based approaches
9.	Partnership working to meet identified mental health needs including	April 2022	Senior Housing Options Officers/	Staff time and MATT funds	Successful outcomes for customers presenting with	Mental health support needs identified at initial	Improved joint working with statutory and voluntary agencies to identify and meet the needs of customers

	undiagnosed mental health needs		Housing Options Officers CMHT Adult Services Two Saints Inclusion Aster		mental health issues People adequately support to ensure offers of accommodation are sustainable Improved working relationship and shared sense of responsibility between TVBC Housing and CMHT and other partners in the mental health pathway	housing assessment People presenting with dual diagnosis, or who are acutely unwell either with a diagnosed or an undiagnosed mental health problem receive the right help and support Partnership working contributes to the prevention and relief of homelessness, including rough sleeping	with identified and undiagnosed mental health issues People with acute mental health needs are adequately supported including with access to appropriate and sustainable housing solutions
10.	Ensure adequate services are in place to meet the needs of single females	July 2020	Housing Manager / Housing Options Officers Two Saints	Staff time and MHCLG funding	Improved access to services (including supported housing) with less impact on capacity in existing	End of single females sleeping rough in Test Valley Greater understanding of the particular health and welfare needs of	Housing options for single females prevent them from sleeping rough or bring them inside immediately where homelessness could not otherwise be prevented Partners work together proactively to meet the needs of females experiencing homelessness

					<p>schemes during busy periods</p> <p>No female rough sleepers in Test Valley</p> <p>Appropriate temporary accommodation options available for single homeless females</p>	<p>single females experiencing homelessness</p>	
11.	<p>Explore the reasons why we lose contact with people we are working with</p>	<p>Dec 2020</p>	<p>Senior Housing Options Officers</p>	<p>Staff time</p>	<p>Case audit review of the reasons why we lose contact with a proportion of our customers</p> <p>Develop actions designed to prevent customers losing contact with Housing Options Team</p> <p>Develop processes through which to establish that a customer no</p>	<p>Fewer households lose contact with the Housing Service without any clear understanding of why they have disengaged from the service</p> <p>Prevention and relief of homelessness for those customers who disengage from the Council's housing team</p>	<p>Reduction in the number of homeless households presenting as homeless and losing contact</p> <p>Where ongoing support may be required to facilitate engagement with Council services, partnership working enables the right support for individual customers to get the help they need</p>

					longer considers they require support from the Council		
12.	All team members receive training to ensure they have the skills to deliver the asset based model and the legal aspects of the Housing Act 1996 Part 7 (with a particular focus on amendments made by the Homelessness Reduction Act 2017)	April 2021	Housing Manager	Service Budget	<p>Training content agreed</p> <p>Training content to includes gaps identified in PDD and case audit process</p>	Delivery of training resulting in a fully skilled and aware Housing Options Team	<p>Increase in knowledge and skills of key issues of support linked to housing options</p> <p>All customers are dealt with in accordance with legal requirements</p> <p>Statutory homelessness function protected from legal challenge</p> <p>Officers understand the law on homelessness, where we may exercise discretion, and how we go beyond legal requirements to end rough sleeping</p>
13.	Revisit the suite of training delivered in the lead up and implementation of the Council's asset based approach to housing options and homelessness during 2018/19	April 2021 (and ongoing during life of the strategy)	Head of Housing & Environmental Health / Housing Manager	MHCLG homelessness funding / Service Budget	<p>Advantaged Thinking Workshops</p> <p>Follow up "Chimp Management" training</p> <p>Advanced motivational interviewing training</p>	<p>All staff across the housing options service are trained in these key elements of our approach</p> <p>Asset based model is further developed by operational staff</p>	<p>Ongoing high performance in preventing and relieving homelessness and ending rough sleeping in Test Valley</p> <p>Officers are highly persuasive and skilled in negotiation, confidence building, motivating and supporting customers</p> <p>Personal Housing Plans are developed with customers through strengths-based approaches</p>

					<p>Review potential for other training including restorative practice</p>	<p>as a result of training</p> <p>New staff members are assimilated into the TVBC Housing Options ethos</p> <p>Ongoing cultural transition supported as the team develops its 'business as usual approach'</p>	<p>Consistency of understanding of the service "mission", the Council's corporate aims, and active involvement of key staff in "growing our potential"</p> <p>Increasing numbers of customers receive asset based assessments</p>
14.	Review and update the Service Directory	Dec 2020 and annually	Senior Housing Options Officers	Staff time	<p>Review all services currently detailed in the Directory</p> <p>Review and monitor annually</p>	<p>Directory is up to date reflecting current services available both throughout the district and in other local authority areas</p> <p>These services are actively forming part of our personal housing plan approach</p>	<p>The Directory provides easy to understand information to enable staff, partners and customers to access services and make positive choices regarding their housing options</p> <p>Customers and staff across services are aware and using the directory</p> <p>Directory facilitates improved level of knowledge of services in the area and improved cooperation between appropriate services</p>

2) Driving innovation across the local system of public services through effective partnership arrangements

No	What we will do?	When we will do it by?	Who will deliver this?	Resources needed	Milestones	Target/Outcome	What will success look like?
1.	Increasing access to - and preventing homelessness from - the Private Rented Sector	April 2021	Landlord and Tenant Liaison Officers/ Housing Options Officers	MHCLG funding (PRS Fund plus Homelessness Reduction Grant) Staff time	Meet the targets set out in the PRS Bid	150 Applicants supported in the PRS 60 households prevented or relieved into PRS Increased move-on from temporary accommodation via the increased use of compulsory Private Rented Sector Offers	Improved partnership working preventing homelessness from the private rented sector Secure further MHCLG funding should there be any future bid rounds relevant to supporting the project Facilitate project continuation using new Homelessness Reduction Grant funding
2.	Evaluation of the MHCLG Private Rented Sector funded bid	April 2021	Housing Manager Private Rented Sector Landlords & Letting	Staff Time	Launch of Test Valley lettings, a local lettings agency Data analysis to identify successes and where there	Increase in the number of private landlords and agencies accommodating our clients Pre-tenancy training for 40	TV Lettings – a new service for landlords and tenants Increased number of households diverted from and moved on from temporary accommodation More attractive landlord offer contributing to more available options

			Agents Forum		<p>may be challenges</p> <p>Feedback from Landlord Liaison Officer and Tenant Liaison Officer to inform any future provision</p> <p>Consult with private landlords and letting agents through the periodic forums and use the feedback to inform future provision</p> <p>Meet all MHCLG reporting requirements</p>	<p>single people with history of rough sleeping</p> <p>Increased tenancy sustainment</p> <p>Reduction in end of AST resulting in main duty acceptance</p>	<p>for households threatened with homelessness</p> <p>Develop exit strategy including potential to secure further MHCLG funding in any future bid rounds and in light of MHCLG advice with regard to the use of Homelessness Reduction Grant funding</p> <p>Focused PRS project operating sustainably as a 'social letting agency' within the Housing Options Service</p>
3.	Robust pre-eviction protocols with Registered Providers	April 2021	<p>Housing Manager</p> <p>Senior Housing Options Officers</p>	<p>Staff Time</p> <p>RP time and commitment</p>	<p>Review with main RPs (Aster, Vivid Sovereign, Radian and Stonewater) existing pre – eviction protocols and</p>	<p>RPs are ensuring that they contact the Housing Options Team at a very early stage to prevent problems accumulating and enabling tenants</p>	<p>A protocol is in place, working effectively to ensure tenants remain in their home and prevent homelessness</p> <p>Customers receive structured multi-agency support where needed to maintain their tenancies</p>

			Registered Provider partners	<p>ensure they are all working towards early intervention</p> <p>Introduce regular reviews of pre-eviction processes with all main partner RPs to identify any operational issues that may contribute to homelessness demand pressures / the need to take Court action to evict social housing tenants</p> <p>Promote available support to tenants including through place based targeted work and the Housing Register</p>	<p>to sustain their tenancy and prevent future evictions</p> <p>Reduced numbers of RP tenants triggering the duty to either prevent or relieve homelessness as a result of being served notice by their landlord</p>	<p>Tenancies are reviewed by RPs more regularly to avoid crisis</p> <p>A clearer picture emerges of an 'appropriate' level of RP tenants triggering homelessness duties in Test Valley</p> <p>Registered Provider tenants know where and when to seek help to ensure their tenancies are not at risk</p>
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					application process		
4.	Joint Working with Registered Providers to reduce demand on Discretionary Housing Payments (DHPs)	April 2021 (and reviewed annually)	Housing Manager Revenues Team Leader RP Managers	Staff time DWP DHP allocation for TVBC	Quarterly review of progress including monitoring DHP spend between Housing Services and Revenues Service	Reduction in the number of Registered Provider tenants claiming DHP Reduction in the level of individual DHP awards for RP tenants Better use of DHP funding to meet locally identified need	Prevention of homelessness arising from rent arrears in Registered Providers properties Increased scope for DHP to support more households
5.	Review recorded reason for clients presenting as homeless with a particular focus on parental evictions and the end of Assured Shorthold Tenancies (ASTs)	Sept 2020 and quarterly	Housing Manager	Staff Time	Quarterly review of the reasons why people become homeless	More targeted prevention work with families to prevent homelessness Improved understanding of any underlying issues associated with the end of ASTs where landlord does not cite any clear reason	Understanding the real reasons behind customers approaching as homeless to facilitate better use of resources to address the problem through early intervention and targeted support Housing Options Officers supported to meet their first priority under this strategy - to keep people in their existing homes where it is appropriate to do so

6.	Housing Options Officers to improve joint working with Mental Health, Learning Disabilities, Adult and Children's Services, Alcohol and Substance Misuse, Physical Health	March 2021	Housing Manager / Senior Housing Options Officers CMHT Adult & Children's Services Inclusion Drug and Alcohol Team NHS partners	Staff time Development of assessment tools and Enabling Agreements (or Personal Housing Plans) Training for housing teams	Identify specific professionals to maintain contact within each organisation Job shadowing arranged for HO staff and agreed HO leads for the following Domestic Abuse Mental Health Older People Rough Sleepers Job Club Drugs/Alcohol Armed Forces / Veterans	To build up positive working relationships with these agencies, devise referral processes / protocols and share relevant information and data. To prevent homelessness and meet the legislative requirements of the Housing Act 1996 (as amended by the Homelessness Reduction Act 2017)	Partner agencies liaise in a positive way with the Housing Options Team to enable customers to access the appropriate services to improve their lives and find a suitable housing option Supportive network of agencies in a multi-disciplinary framework available for individuals and households enabling them to attain their goals and ambitions Representation from all key partners at Preventing Homelessness Forum and other appropriate partnership groups Developed 'Working Groups' to tackle specific issues arising and build relationships along with a shared sense of responsibility for preventing and relieving homelessness
7.	Review recorded reason for clients presenting as homelessness with a particular focus on the domestic abuse	April 2021	Housing Manager	Staff Time	Quarterly Review of the reasons why people become homeless	Better awareness of why our clients are approaching and their reasons for homelessness	Understanding the real reasons clients approach for housing advice and support to facilitate better use of resources to address identified problems through early intervention and targeted support

						Identified improvements to service delivery for specific client groups (including ways we may be more successful in preventing homelessness)	
8.	Maintain positive working relationships with key partners in meeting needs of people affected by domestic abuse	Ongoing	Housing Manager / ASCS Manager	Staff Time / Prototyping Budget		<p>Delivery of the following programmes of work:</p> <ul style="list-style-type: none"> • Freedom Forever • CRUSH • 'Who's in Charge' • Own my Life 	Raised awareness of controlling relationships and changed behaviour for people affected by domestic abuse and abusing relationships
9.	Support the Hampshire Making Safe Scheme, by supporting victims of domestic abuse with options and information to enable them to remain safe in their homes	Ongoing	Housing Manager Hampshire Making Safe Scheme Co-Ordinator	Staff time Leaflet reprints / updates may be required	Appropriate changes made to literature Promotion of the services to Registered Providers and	Updated information available to all staff, customers and partners	<p>Increase in the number of households able to remain safely in their home as a result of target hardening measures and housing option interventions</p> <p>If possible, work with Hampshire partners to secure further MHCLG</p>

					other key agencies		funding to ensure continuation of the programme for a further 3 years
10.	Incorporating the Countywide youth homelessness action plan into the Hampshire Young Peoples' Strategy	Sept 2021	Housing Manager Children Services Team Manager	Staff time / Joint working	Maintain positive performance in low levels of youth homelessness The Joint Housing and Children's Services Protocol provides clear guidance on prevention No 16/17 year olds in temporary accommodation provided under homelessness provisions save in exceptional circumstances	Prevent young people aged 16/17 or who may be leaving care from becoming homeless Joint training between Housing and Children's Services on the protocol providing clear guidance on the duty to support (and the Duty to Refer)	A joint approach for the prevention of youth homelessness across Hampshire Children's Services and Test Valley Housing Services Joint assessment and planning from the point of the young person becoming homeless is embedded Service that responds to the support needs of young people to ensure they are able to manage independently Clear shared understanding of corporate parenting responsibilities
11.	Monitor demand across all sets of indicators	April 2020 onwards	Head of Service / Housing Manager	Staff time	Covalent updated	All Officers working towards HRA performance targets	Understanding the pressures and demands affecting TVBC front line Housing Services and allocating resources effectively to meet demand

			Performance Board OSCOM & Cabinet (through annual Housing Strategy Updates)		Service Plan updated	Performance Board review performance against targets Annual briefing for OSCOM and updates for Cabinet	
12.	Review and improve the on-line administration of homelessness duties	April 2021	Head of service/ Housing Manager/ Hampshire Home Choice (HHC) Board	Staff time / HHC Budget	HHC partnership upgrade software Upgrade implementation Promotion to customers of new opportunities to self-serve Increasing use of self-serve options by customers	Paperless service that is more streamlined Increased self-serve opportunities	Upgrade to Civica system that facilitates self-service, including completing on line forms and change of circumstances Self-service to reduce demands on officer time, freeing up time to spend with more vulnerable customers and in undertaking more proactive and partnership focused work to deliver improved personal housing plans
13.	Work with Hospital and Prison Services	March 2022	Housing Manager /	Staff time	Identify who should be	Early identification of people in	Effective protocols and Duty to Refer arrangements in place

	to develop protocols for discharge from hospital and prison		Senior Housing Options Officers Hampshire Strategic Housing Officers Group / Hampshire Housing Officers Group		contacted to support this work Develop approaches that are Duty to Refer compliant Influence appropriate changes to hospital discharge policies and protocols at Basingstoke & Winchester Influence appropriate changes to prisoner release protocol at HMP Winchester	hospital or in prison who are at risk of homelessness on discharge or release Appropriate referrals being made to TVBC under the Duty to Refer	Instances of homelessness arising when people are discharged from institutions absolutely minimised (with the aim to stop it happening at all)
14.	Engage the Army Welfare Service in our work to prevent and relieve homelessness, and to educate members of Her Majesty's Forces about the reality of	March 2023	Head of Service / Housing Manager Defence Housing Executive /	Staff time	Regular joint briefings with Army Welfare Services Housing Options attendance at	Effective joint working to address housing and advice needs of Armed Forces households	Realistic expectations of available help and support and a clear understanding of legal provisions and protections as they relate to people leaving the Armed Forces Identified ways to support people leaving the armed forces to understand the housing support that

	local authority housing support		Army Welfare Service		Army Welfare Service events		is available and to prevent homelessness
15.	Use GIS mapping and other data to identify trends and specific hotspot locations, to inform design and identify co-location sites	April 2021 (Annually reviewed every May)	Housing Manager Preventing Homelessness Forum	Staff time	Annual Maps produced to monitor and track location of clients at point of referral (and identifying any specific clusters at certain geographical locations in the borough) Gain up to date data mapping and produce these annually Partner agencies feeding in their data wherever possible to increase the sophistication of local modelling Monitor success	Meaningful data is produced Shared priority areas identified with key partners The Housing Options Team attend co-location sites where there is an identified need for the service to be offered in the community	Targeted drop in sessions provided in areas where needed Multi-agency pop-up hubs supported (see also action below) Continued success preventing and relieving homelessness including maintaining low levels of main duty acceptances and levels of temporary accommodation use

16.	Multi-agency pop up hubs as part of placed based activity	Quarterly from April 2020	Senior Housing Options Officers Preventing Homelessness Forum	Staff time	Data analysis including shared data to inform targeted work locations Key partners engaged and supporting the approach At least 1 multi-agency pop up hub delivered per quarter	Targeted drop in sessions as part of placed based activity	<p>“Hot spots” targeted for place based work including relevant agencies to meet identified needs</p> <p>Increased knowledge and understanding among those at risk of homelessness (or affected by other potentially related issues) of services available and the need to seek help at the earliest possible stage</p> <p>Accessible services in target areas</p> <p>Increased prevention and relief of homelessness</p> <p>Improved partnership working with a range of different agencies</p>
17.	Ensure Housing Service uses locally gathered intelligence data as well as data available through central government and partner agencies to inform service development and delivery	June 2020	Housing Manager Preventing Homelessness Forum	Officer Time Data analysis training	Clear understanding of data available within service and externally Regular review of data against service delivery	Increased levels of homelessness prevented through targeted work using data analysis Ongoing adjustments to strategy actions based on a continuous learning process Targeted use of flexible funds to	<p>Predictive indices developed to highlight relevant cohorts and locations</p> <p>Services working together to target those cohorts and locations in the interests of early intervention</p>

						prevent and relieve homelessness	
18.	Progress the predictive indices	Sept 2020	Housing Manager Preventing Homelessness Forum Test Valley Partnership	Staff Time	Use GIS mapping to prioritise co-location areas Liaise with a variety of organisations to identify co-location sites in agreed areas	Support local intelligence and Identify priority areas for different services to come together and to target promotional work To inform future delivery of services to ensure all clients groups are being captured and are able to engage with us in the most appropriate location	Clients who may not normally visit the Council Offices are able to access advice and assistance from the Housing Options Team to enable them to access employment, address debt management and deal with any risk factors relating to their current situation
19.	Expansion of the "Housing First" model in partnership	April 2021	Housing Manager / Aster / Two Saints / Hampshire Constabulary / Inclusion	Ongoing financial support through the housing options service budget & cooperation from Aster in securing	10 units tenanted with support The 2019 pilot extended	Increase current capacity from 6 to 10 units by April 2021 Evaluation of cost benefit of the new	Housing First approach brings inside most vulnerable rough sleepers sustainably Housing First tenants do not return to the street

				appropriate units of accommodation MHCLG funding		approach to the Council and to wider public services (see also later action point)	Demonstrating the approach saves public money Housing First model is expanded to support additional vulnerable people to move forward with their lives away from the street Direct contribution to ending rough sleeping in Test Valley
20.	Monitor the impact of the Mental Health Accommodation Service in Test Valley and ensure people receive the right housing support and that all processes are HRA compliant	March 2021	Housing Manager Together Hampshire County Council	Staff time	Monitor through the local Mental Health Service Collect data and monitor processes Review quarterly	Customers receive the correct advice and assistance for their needs Offers of accommodation are sustainable where there are other support needs associated with mental health The right services are engaged in complex cases which include a mental health need	All clients are referred appropriately to the Housing Options Team and partnership work ensures clients are provided with the appropriate advice/assistance at an early stage to prevent homelessness Reduced proportion of overall homelessness caseload assessed at initial assessment as having a support need associated with a history of mental ill health Improved joint working relationships with key partners in the local mental health accommodation and support pathways
21.	Support a local mental health supported	March 2022	Housing Manager	Staff time	Review potential options locally for supported	Identified option to deliver appropriate	Alternative identified to the provision at 1&2 Launcelot Close in Andover

	accommodation review		Adult Services		housing to meet the needs of people with mental health issues Identify preferred option	supported housing in the local area for people with housing and mental health related support needs	
22.	Work with Hampshire County Council Adult Services with regard to any future review of Social Inclusion Services (including as part of the Transformation to 2021 programme)	March 2021	Head of Service / Housing Manager Two Saints Adult Services	Staff time Within existing resources	Participate in countywide meetings Attend 1-1 meetings with HCC	TVBC influences HCC approach to any future review and commissioning strategy TVBC able to assess the impacts of HCC chosen approach	New model of delivery for social inclusion services in Test Valley post August 2021 No increase in statutory homelessness or rough sleeping arising as a result of HCC spending plans
23.	Renegotiate the SLA Agreement and review funding arrangements with Aster for the Family Hostel in Junction Road, Andover	April 2021	Housing Manager	Service Budget	Discussions with Aster	New SLA and funding arrangements with Registered Provider	Provision of suitable and affordable interim accommodation for young families
24.	Provision of Revenue Funding to projects that will assist the	October 2020	Housing Manager	Service Budget	SLAs	SLAs agreed and signed for 2018-	Assists the Council to meet its statutory duties and access to support and accommodation for two

	Council to discharge its statutory homeless duties towards victims of domestic abuse and single homeless people		Andover Crisis and Support Centre Two Saints			2021 with ACSC and Two Saints.	vulnerable client groups, victims of domestic abuse and single homeless people Reduced front line demand for TVBC services through additional advice and support agencies including supported housing
25.	Take advantage of any potential funding streams for future service delivery or support voluntary sector partners in their bids for funding to prevent or tackle homelessness	April 2020 onwards	Head of Service / Housing Manager Preventing Homelessness Forum	Staff time	Successful bids Local safety net maintained and/or bolstered by new funds Cohesive network of adequately funded services operating under a common strategic umbrella	Increased funding in Test Valley to prevent and tackle homelessness	Securing additional funding or resources on our own or through successful bids in partnership with local authority or voluntary sector partners for intervention and early prevention of homelessness
26.	Working Groups delegated ownership of key actions and priorities within this strategy and with regard to emerging priorities identifiable during the life of the strategy	December 2020 (and ongoing)	Housing Manager Community Manager / Community Engagement Officers	Staff time	Working groups agreed including lead agencies to review specific priorities, deliver on proposed actions and recommend future changes to local services	Multi-agency working groups tasked with addressing specific actions Multi-agency working groups tasked with reviewing key	Shared ownership of 'problems' Preventing Homelessness & Rough Sleeping Strategy is delivered in partnership New initiatives arising from inter-agency cooperation

			Preventing Homelessness Forum		to increase potential to successfully prevent and relieve homelessness	issues and recommending future actions Working groups are not necessarily led by TVBC	Change is led through operational working groups representing wider partnerships
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3) Supporting people to remain in their homes, or to move to the right accommodation at the right time

No	What we will do?	When we will do it by?	Who will deliver this?	Resources needed	Milestones	Target / Outcome	What will success look like?
1.	Housing Options Interviews focus on all possible ways that may be appropriate to ensure customers can remain in the accommodation they are in at the time of presentation, for as long as practicably possible (and only where to remain would not put the customer or any other	April 2020 onwards	Housing Manager / Senior Housing Options Officers / Housing Options Officers	Staff time Training budget	Strengths-based assessments include actively considering all options to keep the household in their existing home Proactive liaison and negotiation with all excluders where appropriate Housing Options staff	Increasing proportion of prevention outcomes relate to households staying in their existing accommodation Understanding of the 'appropriate' proportion of households enabled to stay where they are versus those who	Increasing successful prevention outcomes associated with households who were supported to remain in their current accommodation Strengths-based assessment approach evolving and improving likelihood that customers will be able to remain in their homes Clarity in terms of data on the 'right level' of households who are moved to alternative housing in order to prevent homelessness

	person at risk of harm)				encouraged and empowered to think creatively about solutions to enable people to remain in their existing homes where it is sustainable to do so	are moved to alternative accommodation Staff and customers expect the first priority to be about how to keep the customer where they are living at the time of presentation Alternative accommodation solutions are explored and provided only where necessary to do so and attempts to keep the household where they are living have failed	
2.	Ensure temporary accommodation options are appropriate for families and people with other vulnerabilities	March 2021 March 2022 March 2023 (Annual Reviews)	Housing Manager / Senior Housing Options Officers / Senior Accommodati	Staff time	Reductions in the length of time applicants spend in temporary accommodation	Identify any issues with the accommodation	Resettlement Officers are actively supporting tenants in temporary accommodation to access longer term housing options in the private and social rented sectors

			<p>on Services Officer</p> <p>Resettlement Officers</p> <p>Landlord Liaison Officer / Tenant Liaison Officer</p>				<p>The time households spend in temporary accommodation is minimised</p> <p>Customers expect to receive offers of Private Rented Sector accommodation to end the Council's homelessness duties as well as (or instead of) offers from the Housing Register</p> <p>Clear understanding of the current provision and any work that should be undertaken to meet future needs</p> <p>Potential to devise a separate action plan in the context of temporary accommodation demand and supply and this should encompass any future changes to social inclusion services in Test Valley (and with relevant recommendations and resource implications as part of that work)</p>
3.	<p>Increase the use of compulsory Private Rented Sector Offers (PRSOs) to end the Council's main homelessness duty in accordance with the Housing Act 1996 Part 7 (as amended)</p>	<p>April 2020 onwards</p>	<p>Housing Manager</p> <p>Senior Housing Options Officers</p> <p>Senior Accommo-</p>	<p>Staff time</p> <p>Existing service budget (including through the use of cashless bonds)</p>	<p>Officers are trained in the use of compulsory PRSOs & the Council's PRSO Policy</p> <p>Officers are clear that</p>	<p>Customers are clear that the Council will seek to use compulsory PRSOs to end the main homelessness duty</p>	<p>Suitable accommodation in the Private Rented Sector is being used to end the main homelessness duty, thereby reducing temporary accommodation pressures and ensuring all available suitable and settled accommodation options are being used to meet need</p>

	by the Localism Act 2011)		<p>dation Services Officer</p> <p>Housing Options Officers / Resettlement Officers / Landlord Liaison Officer / Tenant Liaison Officer / Homelessness Prevention Officer</p>		<p>PRSOs are to be used in all appropriate cases, subject to due regard to relevant guidance (and availability of suitable PRS accommodation)</p> <p>Pro-formas are updated to support legal and procedural compliance in making compulsory PRSOs</p>	<p>Homelessness duties are ended in fewer cases by Part 6 Housing Register offers</p> <p>The average length of stay in temporary accommodation provided under homelessness duties is reduced / minimised</p> <p>B&B is only used as temporary accommodation in emergencies and for not longer than 6 weeks (where households include dependent children or pregnant person)</p>	<p>Customers triggering homelessness duties expect to be offered suitable PRS accommodation even where the main housing duty is owed</p> <p>There is no advantage arising through the triggering of specific homelessness duties for any household, in the context of securing housing association homes in Test Valley</p>
4.	Deliver Housing Strategy 2020 to 2025 ambition to enable 200 new units	Annually for the life of this strategy	Housing Development & Standards Manager	<p>Staff time</p> <p>Presumption of nil grant as a starting point on all new</p>	Delivery of 200 affordable homes per annum	Provision of good quality and affordable housing	Meeting the housing need of households on the Housing Register

	of affordable housing each year		Planning / Legal / Registered Providers / Developers	development sites – but with potential to consider grant funding, use of S106 monies, Right to Buy receipts and cross subsidies where necessary to achieve the Council's aims		Housing need is met through re-lets and the development of new affordable housing	
5.	Continue to use data and evidence to understand ways to work smarter to manage demand and to inform how we resource the housing service to prevent and relieve homelessness	April 2020 onwards (ongoing)	Head of Service / Housing Manager / Senior Housing Options Officers / Senior Accommodation Services Officer	Staff time MHCLG Grant Funding	Quarterly reviews of data to inform internal discussions Data captured by partner agencies feeds into quarterly reviews	Use trends and KPIs to understand demand and work	Effective targeted use of MHCLG funding streams to ensure staffing levels and caseloads are appropriate Council continues to meet all legal requirements Front line resource requirements offset higher costs of increasing levels of homelessness, rough sleeping and temporary accommodation use (including B&B)
6.	Conduct case audits quarterly using a sample of cases from across the service and produce performance	Quarterly from April 2020	Housing Manager / Senior Housing	Staff Time	Case audit results discussed at team meetings,	All staff working consistently	Recommendations are being acted on and appropriate changes to service delivery and case work are being made

	management report including time bound recommendations to be implemented to ensure continuous service improvement		Options Officers		<p>in 1-1s and appraisals</p> <p>Findings addressed and service delivery improved</p> <p>Consistent understanding of aims and requirements resulting in a consistent service delivery for customers requesting assistance</p> <p>'Real time, real life' performance management culture continues and embedded through strengths based approaches</p>	<p>All staff working in a procedurally compliant way</p> <p>Performance issues addressed</p> <p>Training needs identified</p> <p>Continuous service improvement through shared oversight</p>	<p>Procedurally compliant service delivery</p> <p>Improve internal process and procedures</p> <p>Best use of public funds to prevent and relieve homelessness</p> <p>Common understanding of aims and requirements</p> <p>Consistent service for all households being supported</p>
7.	Reduce the number of parental/friend evictions through mediation, home	April 2020 onwards (and ongoing)	Senior Housing Options Officers /	Staff Time Training budget	Investigate what works well in other areas to prevent	% increase in the number of applicants prevented from	Reduction in the number of households approaching the Council

	visits and other ways of preventing homelessness		Housing Options Officers		presentations when relationships breakdown Key staff trained in mediation and negotiation techniques	becoming homeless through breakdown of family relationships	as homeless from family/friend evictions Adequate response to family evictions Home visiting Staff trained in negotiation and mediation skills.
8.	Embed and monitor the new Resettlement Service	March 2021 and annual review	Head of Service / Housing Manager	Staff time Service Budget	Reduction in the use of temporary accommodation Reduced / minimised average length of stay in temporary accommodation Increased options in the private rented sector for households in temporary accommodation Increased use of PRSOs to end	Management and support for households in temporary accommodation	Reduction in the number of households being threatened with homelessness from temporary accommodation Minimised numbers of households in temporary accommodation Reduction in the use of B&B to accommodate homelessness households owed either interim or ongoing duties to accommodate Reduction in repeat homelessness Increasingly holistic personal housing plans Housing Options Officers upskilled in resettlement and support work

					the main housing duty		
9.	Review the TVBC Scheme of Allocations during the life of the strategy	March 2023 (quarterly informal reviews during the life of the strategy)	Head of Service / Housing Manager / Hampshire Home Choice Manager / Senior Accommodation Services Officer	Staff time	<p>Using data from the Housing Strategy Evidence Base & Review of Homelessness 2019 to target areas of the allocations policy for review</p> <p>Identify where / if the policy may not be achieving the right balance of priorities – both in terms of meeting the needs of people triggering homelessness duties, but also, in terms of ensuring it is not disproportionately favourable to those triggering</p>	<p>The Allocations Policy achieves the right balance of priorities</p> <p>The Allocations Policy does not include any perverse incentives to approach the Council for assistance under homelessness provisions</p> <p>The Allocations Policy supports the Council's strategic aims</p> <p>The Allocations Policy meets all requirements set out in law and with due regard to statutory guidance</p>	<p>The Allocations Policy remains fit for purpose</p> <p>The Allocations Policy directly contributes to achieving the Council's strategic aims</p> <p>The Allocations Policy achieves the right balance of priorities, with due regard to the variety of competing demands and the prevailing housing circumstances of the borough</p> <p>There is no disproportionate advance to approaching the Council as either homeless or at risk of homelessness in order to achieve a Part 6 Housing Register offer</p>

					<p>homelessness duties</p> <p>Identify any minor changes, or more fundamental amendments, that the Council might sensibly consider</p> <p>Ensure the Scheme of Allocations continues to meet all legal requirements (including any that may emerge over the life of this strategy)</p>		
10.	Review the provision of temporary accommodation at Eastfield Lodge and Station Road	March 2021	Housing Manager	Staff time	Sufficient level of temporary accommodation to address demand	Secure range and type of temporary accommodation to meet range of needs	Portfolio of suitable and affordable temporary accommodation that meets the needs of customers

						Reduce use of bed and breakfast accommodation	
11.	Review Test Valley Lettings and the roles of the Landlord Liaison Officer and the Tenant Liaison Officer	6 monthly & April 2021	Head of Service / Housing Manager	MHCLG funding	Produce a professional landlords' pack and customers' pack Have an agreed timescale for settling in visits and regular follow up visits during tenancy	Launch of a successful lettings agency that supports both landlords and tenants and increases options for customers in the private rented sector.	Delivery of a dedicated landlord/dedicated tenant support Launch of TV Lettings Excellent communication and support is provided to both landlord and tenant to enable customers to sustain their tenancy Identify the use of Homelessness Reduction Grant funding for the continuation of the project in accordance with MHCLG suggested use
12.	Minimise (and eliminate where possible) the use of bed and breakfast accommodation for young families and young people	On-going and 3 monthly review	Housing Manager / Housing Options Team	Bed and Breakfast budget Staff time	Reduction in the use of bed and breakfast against budget	Only using this form of accommodation in the event of an emergency and for no longer than 6 weeks. Exit strategies for all customers before placed in B&B	Nil use of bed and breakfast Compliance with the requirements of The Homelessness (Suitability Of Accommodation) (England) Order 2003

						All placements in B&B subject to case audit and prioritised by Resettlement Officers for support	
13.	<p>Review the outcomes of services provided by the Yellow Brick Road project where the housing options services has funded initiatives</p> <ul style="list-style-type: none"> • You Matters • Pre- tenancy Training • Sustain 	June 2020 & April 2021	Housing Manager / Yellow Brick Road Project	Officer time	<p>Review outcomes of MHCLG funded pre tenancy training</p> <p>Identify potential future opportunities to assist additional cohorts</p>	<p>Clear outcomes data informing projects funded</p> <p>To enable prospective tenants to understand the responsibilities of managing a tenancy</p> <p>Tenants of the family hostel undergo pre tenancy training prior to moving on to independent living</p> <p>Increasingly sustainable positive accommodation outcomes for people who have</p>	<p>Data supports business case for further tranches of training</p> <p>Deliver direct pre-tenancy training and support for vulnerable single people</p> <p>The initiatives have supported people to change their behaviour and resulted in sustainable outcomes</p> <p>New tenants are provided with easy to understand useful training, resulting in increased understanding and awareness to enable them to sustain their tenancy and prevent homelessness</p> <p>Reduced instances of repeat homelessness and maintaining high performance in the context of successful prevention and relief of homelessness</p> <p>Reduced levels of rough sleeping</p>

						<p>been affected by homelessness</p> <p>Landlords (private and social) receive tenancy-ready households from the Council's Test Valley Lettings and Hampshire Home Choice services</p>	
14.	Housing Options Team to identify opportunities for co-location within community settings	September 2020	<p>Housing Manager</p> <p>Two Saints</p> <p>ACSC</p> <p>Preventing Homelessness Forum</p>	Staff time	<p>Work with partner agencies to identify additional outreach opportunities</p> <p>Liaise with other organisations to identify suitable co-location sites</p>	<p>Housing Options Team liaise with customers at a very early stage to provide a holistic service to ensure they do not end up being at risk of homelessness</p> <p>Improved information sharing, knowledge and relationships across participating agency's services</p>	<p>Customers are dealing with any potential factors that could lead to homelessness at an early stage so that they can remain in their own homes whilst obtaining additional advice/assistance such as finding employment, dealing with current debts, underlying health complaints and other support needs</p>

DRAFT

4) Developing local partnerships to ensure no-one has to sleep rough in Test Valley

No	What we will do?	When we will do it by?	Who will deliver this?	Resources needed	Milestones	Target/Outcome	What will success look like?
1.	Continue to deliver a universal service (<i>accommodation offers to any local resident who may otherwise sleep rough regardless of priority need or intentional homelessness</i>)	Ongoing since April 2018	Housing Manager	Existing Housing Options Service budget	Capture data to demonstrate offers made / acceptances / refusals Monitor quarterly, including any learning arising from trends in refusals / acceptances	No-one has to sleep out for a single night	No 'new' rough sleepers hit the street without an offer of accommodation and support No 'new' rough sleepers spend more than one night on the street without an offer of accommodation and support
2.	Monitor and respond to any future changes to County Council investment in social inclusion services (and including accommodation and support services for people with mental health needs, learning disabilities and young people)	Ongoing from April 2020	Head of Service / Housing Manager Adult Services Children's Services RP partners Two Saints	Staff time Existing budgets	Continue to engage in any future HCC reviews of services that may impact homelessness and accommodation provision in Test Valley	Influence HCC decision making where it may otherwise negatively impact on our local residents including the most vulnerable members of our communities Review TVBCs role in supporting	Ongoing HCC investment at current or increased levels to ensure there is adequate accommodation and support for people who may otherwise meet social care thresholds due to increasing levels of unmet support needs Joint commissioning of future service provision to meet shared strategic aims

						<p>local services dependent on emerging changes</p> <p>Maintain active dialogue with HCC and with local providers</p>	TVBC services fit for purpose and ensuring legal compliance with homelessness duties
3.	Review high level of people presenting who claim to have no fixed abode	December 2020	Housing Manager Two Saints	Staff time	<p>Case audit of cases presenting with no fixed address</p> <p>Housing Options Officers actively investigating cases presenting as no fixed abode</p> <p>Common themes identified</p>	<p>Targeted work to understand the cohort</p> <p>Identified opportunities to prevent people becoming no fixed abode</p>	Local services better prepared to prevent and relieve single homelessness
4.	Conduct rough sleeping hot spot counts	Periodic from April 2020	Housing Manager / Senior Housing Options Officers Two Saints	Staff time	Periodic hotspot counts undertaken where necessary to confirm rough sleeping levels	<p>Improved intelligence and understanding of the level of need in the area</p> <p>Clear monitoring of rough sleeping</p>	<p>Low levels of rough sleeping</p> <p>Robust local evidence base on which to make strategic decisions about service delivery to tackle rough sleeping</p>

			Hampshire Constabulary		Hotspot counts to be complemented by intelligence locally to ensure any count is understood in the context of local estimate (in accordance with official guidance)	Evidence to support targeted work to tackle rough sleeping (or to endorse pre-existing initiatives)	
5.	Explore Making Every Adult Matter (MEAM)	March 2021	Housing Manager / Senior Housing Options Officers Two Saints	Staff time Potentially MHCLG funding	Understand the experience in pilot MEAM areas and how it may be applicable to the situation in Test Valley Engage with colleagues in Basingstoke and in Winchester to understand their recent experiences of MEAM Review whether MEAM could be the right	Insight into MEAM in practice and the potential pros and cons of adopting MEAM in Test Valley	Clear view as to whether or not MEAM is a model that should be introduced in Test Valley and what this might entail, including any specific resource implications associated with introducing MEAM

					approach in Test Valley in light of local evidence		
6.	Review the Rough Sleeper Initiative funded project	June 2020	Housing Manager Two Saints	Staff time MHCLG Funding	Review of successes and challenges Case studies identified Evidence of what works well and what has been challenging	SLA reviewed Evidence used to make any adjustments to delivery	Effective partnership working demonstrated Potential adjustments to future service deliver made Exit strategies identified post-continuation funding
7.	Review the Rapid Rehousing Pathway funded project	June 2020	Housing Manager Two Saints	Staff time MHCLG Funding	Review of successes and challenges Case studies identified Evidence of what works well and what has been challenging	SLA reviewed Evidence used to make any adjustments to delivery	Effective partnership working demonstrated Potential adjustments to future service deliver made Exit strategies identified post-continuation funding
8.	Deliver the rough sleeping partnership for a further year using new MHCLG	April 2020 to March 2021	Housing Manager Two Saints	Staff time MHCLG funding	Using the learning from the first tranche of funding (as	Minimised levels of rough sleeping	Additional resource used in a targeted way during 2020/21

	Rough Sleeper Initiative Funding that has been successfully secured for 2020/21		Preventing Homelessness Forum (and Working Group on Rough Sleeping)		set out in the 2 preceding actions) – deliver a further year of partnership working to end rough sleeping using MHCLG funding	(aiming to end rough sleeping) Deliver the terms of the funding and in accordance with SLA requirements Meet MHCLG reporting requirements Identify and implement exit strategy (including any further bids for MHCLG funding should the opportunity present itself)	MHCLG requirements met through the funding Rough sleeping reduced at official estimate autumn 2020 from the position at autumn 2019 Improved local intelligence informing future approaches to preventing and relieving rough sleeping
9.	Create an operational multi-agency “Homelessness Reduction Board” to review progress towards the action plan quarterly	Dec 2020 (and then quarterly)	Housing Manager Senior Housing Options Officers Communities Manager / Community	Officer time	Initial meeting by end of June 2020 Quarterly meetings programmed in	Multi-agency review and monitoring of our strategic approach to tackling rough sleeping (and preventing it) in the local area	Quarterly well attended meetings Theme 4 of the strategy Action Plan up to date and actively monitored Shared responsibility for tackling rough sleeping TVBC not necessarily the ‘lead’ agency in tackling rough sleeping with acknowledgement of the

			Engagement Officers Preventing Homelessness Forum			Improved partnership working in the interests of preventing rough sleeping	importance of partnerships to ending rough sleeping Reduced rough sleeping with the aim to achieve zero rough sleepers in the area at the earliest opportunity
10.	Consult and inform about homelessness and rough sleeping prevention and partnership work at partnership events	April 2020 onwards throughout the life of the strategy	Head of Housing / Housing Manager Policy Manager Communities Manager	Officer time	Housing Service supporting Community Partnerships events throughout the life of the strategy Homelessness to maintain a high profile and on the agenda for key groups locally	Increased awareness of local strategy development and how partners can link into the strategic umbrella of the housing strategy and preventing homelessness and rough sleeping strategy Opportunity for further comments on the strategic direction, including operational factors that work well or that need to be improved	Actively engaged partnerships with collective sense of responsibility for homelessness

11.	Encourage all partners to pledge support to the principle of a local "No First Night Out" approach	March 2021 Review March 2022 & March 2023	Head of Housing & Environmental Health / Housing Manager Preventing Homelessness Forum	Officer time Access to Flexible Homelessness Prevention budget to support engagement in project work	Develop a local "pledge" that agencies sign up to Preventing Homelessness Forum following on from Homelessness Reduction Board reviewing progress and introducing a local "pledge" to work together on a "No First Night Out" basis All key partners in the local strategic approach to tackling rough sleeping sign up to the pledge.	Key strategic partners sign up to a pledge and commit to working together as part of a strategic approach that aspire to "No First Night Out", while delivering a minimum "No Second Night Out" standard	All key partners signed up to the pledge and actively working towards a coherent partnership response to rough sleeping focused on prevention, intervention and recovery Partners actively working together to deliver the pledge, including: <ul style="list-style-type: none"> • TVBC services • Hampshire County Council (<i>including Adult and Children's social care, mental health commissioning, and Public Health</i>) • Community Mental Health Team <ul style="list-style-type: none"> • Hampshire Constabulary <ul style="list-style-type: none"> • Registered Providers <ul style="list-style-type: none"> • Two Saints • Inclusion Drug and Alcohol Service <ul style="list-style-type: none"> • CRC and Probation <ul style="list-style-type: none"> • CAB • Local charities including The Bridge • Local Churches & Street Pastor service <ul style="list-style-type: none"> • Unity Wider voluntary sector agencies with an interest in homelessness
12.	Continue to respond to reports of rough sleepers within 1	Ongoing	Housing Manager / Senior	Officer time	All rough sleepers are visited on the	Local services respond rapidly to	No First Night Out

	<p>working day including outreach undertaken by the Council's housing team / Two Saints</p>		<p>Housing Options Officers / Two Saints / Hampshire County Council</p>	<p>Two Saints capacity</p> <p>Social Inclusion Services funding</p> <p>MHCLG funding</p>	<p>street and made offers of emergency accommodation and support (and ongoing attempts made to engage anyone sleeping rough where offers are otherwise refused)</p> <p>Visits to rough sleepers on the street are made in the interests of building and gaining trusting relationships that enable people to accept help where they may otherwise refuse it due to entrenched issues including health problems and addiction</p> <p>Enforcement action is considered by</p>	<p>reports of rough sleeping</p> <p>All rough sleepers are offered accommodation and support to end any period of rough sleeping</p> <p>Exit strategies are developed with rough sleepers (from the street, from emergency accommodation, and into medium / longer term plans for independent and sustainable living)</p>	<p>Minimum standard No Second Night Out</p> <p>Responsive service – all rough sleepers visited on the street urgently and within no more than 1 working day of the report of rough sleeping</p> <p>Where people refuse assistance, dialogue is commenced at the earliest possible opportunity with the individual to build trust and to work on understanding the obstacles that may be preventing the person from accepting help</p>
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					relevant statutory agencies to reduce ASB and harmful street activity		
13.	Undertake regular case audits to monitor service consistency and service quality in the context of supporting single homeless people and rough sleepers, and to inform any appropriate amendments to service delivery and performance management (including identifying skills gaps and training needs)	June 2020 and Ongoing	Housing Manager / Senior Housing Options Officers	Officer time	Case audits discussed at team meetings and 1-1s Findings addressed each month and service delivery improved	All staff working consistently All staff working in a procedurally compliant way All staff delivering against appropriate aims included within this action plan Performance issues addressed Training needs identified and met	Recommendations are acted on Appropriate changes to service delivery and case work are being made Procedurally compliant service delivery Rough sleepers and people at risk of rough sleeping are receiving regular help and support that is proactive and engaging, and that seeks to address underlying causes of housing related issues in partnership to achieve sustainable outcomes
14.	Engage partners in regular / as necessary multi-agency "walkabouts" that target anyone sleeping rough (enforcing and supporting) through	Ongoing (and from April 2020)	Housing Manager / Senior Housing Options Officers	Officer time	Regular partnership walkabouts are happening (minimum once a quarter with more during summer months)	Walkabouts continue to happen and involve key agencies (enforcement,	Visible multi-agency presence taking an interest in rough sleeping and street activity in Andover town centre (and any other areas that may experience rough sleeping pressure) Offers of accommodation and support are being made by relevant

	the continuation of (or building on the experience of) Operation Mazi in Andover		Communities Manager Two Saints Inclusion Hampshire Constabulary Preventing Homelessness Forum		or where there are obvious hotspots) Walkabouts are scheduled at different times and on different days	accommodation and support) Walkabouts are flexible and frequency can be stepped up depending on emerging demands	agencies, whilst enforcement options are actively considered and used where appropriate to reduce ASB and harmful street activity
15.	Identify any specific training needs for front line officers and support staff that may assist them in working with people who are rough sleeping (above and beyond any other training that is referenced within this action plan)	July 2020 and ongoing	Head of Service / Housing Manager	Training budget	Use the PDD process to identify any associated training needs for individual team members Review best practice and identify training options that look at influencing behavioural change	Staff are fully skilled up and equipped to deliver effective services Staff continue to be supported with the necessary skills to deliver an asset-based service including with people who have complex needs All staff are able to work positively with rough sleepers in the	Staff have the necessary skills to do their jobs Single people are actively engaged by officers through strengths-based approaches Front line staff are increasingly participating in the future design of the service, building on new approaches and learning from what works, and what has not worked

						interests of harm reduction and ensuring accommodation offers are sustainable	
16.	Support single people with rent deposit loans and/or bond guarantees to assist them to access PRS accommodation	Ongoing <i>(and from April 2020)</i>	Housing Manager / Senior Housing Options Officers / Homelessness Prevention Officer	Officer time Within existing resources Any additional resource requirements to be identified	Continue to deliver PRS access support to single people where required Meet the requirements of the MHCLG PRS Funding bid	Housing Service actively offering PRS access support to single people and couples Ongoing review and development of landlord incentives and available support for tenants (and prospective tenants) Using pre-tenancy training as additional lever to persuade landlords to offer tenancies to people who have experienced complex needs	Increase in the number of single people accessing the PRS with TVBC support

						and/or street homelessness	
17.	Review local emergency bed capacity and options to increase it during periods of high demand	April 2020	Head of Housing & Environmental Health / Housing Manager / Senior Housing Options Officers / Two Saints / Aster	Officer time <i>(Any additional resource requirements that may fall beyond scope of existing budget to be determined as part of review)</i>	Identify potential options including with local voluntary sector Establish likely future requirements based on caseload and impact of new approaches over the life of this action plan	Need established based on experience of service delivery and partnership engagement Identified flexible options to increase capacity for emergency placements if required at certain times in the year Identify opportunities to increase E-bed capacity at Dene Court and potential to achieve them	Reduced use of bed and breakfast to meet the Council's commitment to prevent / relieve rough sleeping Maintain high levels of cases resolved under the duty to relieve homelessness Low levels of rough sleeping on any given night Local provision meets need
18.	Develop integrated and coordinated assessment processes for people with complex needs to prevent and relieve homelessness through support	December 2020	Housing Manager / Senior Housing Options Officers Two Saints	Officer time Partner commitment	Improved alignment of agency assessments Personal Housing Plans owned by a range of	Coherent partnership response to people with complex needs who are either rough sleeping or	The system demonstrably working together to support people with complex and multiple needs Partnership working focused on behavioural change and sustainable interventions

	planning and active multi-agency engagement		Adult Services Preventing Homelessness Forum		agencies and the client Individual multi-agency action plans agreed for specific individuals	at risk of rough sleeping Shared sense of responsibility for the prevention and relief of homelessness Asset-based assessments undertaken by TVBC housing team are reflected in referral forms to other agencies Care Act assessments are conducted on all elderly / frail rough sleepers	Reduced focus on “statutory constraints” across individual components of the system of public services, in the interests of common sense responses and playing to the strengths of agencies with the most relevant skillsets to deal with specific challenges or obstacles preventing people moving their lives forward positively
19.	Develop individual (multi-agency) action plans for <u>every</u> identified rough sleeper including reviewing obstacles to bringing them inside and specific actions to remove those obstacles (and to include the agency	Dec 2020	Housing Manager / Senior Housing Options Officers / Engagement Officers (Community Safety)	Officer time Partner commitment	Develop the CMARAC to include reviews of individual rough sleeper action plans Draw together Personal Housing Plans and wider partnership	Multi-agency action plans (and exit strategies) in place for all rough sleepers and including people in accommodation who have recently slept rough Lead agency ownership of	Multi-agency plans in place for every identified rough sleeper in Test Valley Different agencies leading on plans for different individuals, and at different times Wider system recognition that bricks and mortar alone cannot resolve the

	best placed to address specific needs)		Two Saints Inclusion CMHT Adult Services Hampshire Constabulary		responses into one place Identify appropriate lead agency in all cases of rough sleeping (this may not always be "housing")	monitoring and delivering those plans empowered to challenge delivery by contributing agencies to ensure progress across all partner commitments Rough sleeping no longer seen to be a "housing problem" and treated in the context of the underlying causes and wider, complex issues associated with each individual who finds themselves on the street	underlying causes and effects of rough sleeping Reduced levels of entrenched rough sleeping locally Reduced levels of rough sleeping locally (aiming for zero rough sleepers) Reduced levels of people "returning" to the street Enforcement supporting the aims of the partnership where individuals are refusing help whilst generating complaints from businesses and residents
20.	Develop multi-agency risk assessment / action plans setting out how individual rough sleepers will be supported to sustain their accommodation in the initial stages of	April 2021	Housing Manager / Senior Housing Options Officers / Engagement Officers	Officer time Partner commitment	Partners working together to identify key risk factors that may result in a return to the street, and practical actions	Multi-agency risk assessment action plans (and exit strategies) in place for all rough sleepers who are brought inside	Multi-agency risk assessment plans in place for every newly accommodated rough sleeper in Test Valley

	moving from the street and / or from supported accommodation (1-6 months), and in the medium term (6-12 months)		(Community Safety) Two Saints Inclusion CMHT Adult Services Hampshire Constabulary		to overcome them and mitigate risk Develop the CMARAC to include reviews of individual rough sleeper action plans once accommodation has been secured Identify appropriate lead agency to ensure the right support is being provided to maximise prospects of success	Lead agency ownership of monitoring and delivering those plans empowered to challenge delivery by contributing agencies to ensure accommodation is sustainable and the right support is being delivered	Different agencies leading on plans for different individuals, and at different times Wider system recognition that bricks and mortar alone cannot resolve the underlying causes and effects of rough sleeping Reduced levels of repeat rough sleeping locally Reduced levels of rough sleeping locally (aiming for zero rough sleepers) Reduced levels of people "returning" to the street
21.	Promote the national Street Link service to ensure residents, business and agencies are actively reporting rough sleeping (also link to	April 2020 and Ongoing	Head of Service / Housing Manager / Communications Manager Preventing Home-	Officer time	Ensure awareness of Street Link as part of homelessness communications planning	Press releases / media output periodically highlights the national service and encourages residents to contact the Council if they are	Increased awareness of Street Link services People contacting the Housing Service at the first sign of tenancy problems

	the local referral pathway)		lessness Forum			worried about their housing situations / report rough sleepers to Street Link	Street Link reports flagging rough sleepers in the local area with the TVBC housing team
22.	Review eviction protocols with key partners in the provision of supported accommodation for single people	Sept 2020	Housing Manager / Senior Housing Options Officers	Officer time	Eviction process reviewed with Two Saints and other partners as may be appropriate	Proportionate staged responses to tenancy / licence breaches Flexible approaches where those accommodated have complex support needs Adjustments to operational approaches to eviction protocols ensure the health and safety of relevant schemes and staff	Managed evictions from supported housing with exit strategies to ensure wherever possible that evictions do not result in street homelessness Fewer evictions from supported housing
23.	Undertake 'deep dive' reviews of service involvement and costs associated with service users with complex needs to identify real time cost-	Ongoing (March 2022)	Housing Manager / Housing First Steering Group / Preventing Homelessness	MHCLG Funding Staff time Wider system support and	Clients identified on an ongoing basis Initial assessments undertaken to identify system	Identify successes Develop business case using real case data	Clear, costed case study examples Generalised financial assessment using extrapolation of individual case study data Clear evidence of the benefits of investing in initiatives such as

	benefits of initiatives such as Housing First and the potential savings to the wider system of public services		ss Forum / Health Services / Hampshire Constabulary	contribution (time and data)	<p>touch points and costs prior to intervention</p> <p>Review of system touch points and costs after 6 months post-intervention</p> <p>Review of system touch points and costs 12 months post-intervention</p>	<p>Work with the wider system to review where costs could be saved through investing existing budgets differently</p> <p>Robust business case to support future funding bids</p> <p>Clear evidence of the financial value (and social value) of delivering initiatives such as Housing First</p>	<p>Housing First and other homelessness prevention and relief methods</p> <p>Increased interest from the wider system in working differently</p>
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