



**PREVENTING HOMELESSNESS STRATEGY
2018-2021**

***“ENGAGING & SUPPORTING OUR
COMMUNITIES”***

Foreword by Cabinet Member for Housing

We have always worked hard to develop housing services that are modern and fit for purpose with services that are ahead of the curve.

That is why we were the first Council in the country to undertake a diagnostic peer review within scope of a new government funded framework, and we were one of just seven local authorities nationally to achieve the “Gold Standard”; reflecting our commitment to delivering quality services. We like to challenge ourselves to always do better.

We have been successful in leading on funding bids to the Department for Communities & Local Government, bringing £1.9m of new funding into Hampshire; to support single homeless people, people affected by domestic abuse, and to become part of a national network of “Homelessness Prevention Trailblazers”.

This is Hart’s fifth Preventing Homelessness Strategy and it is ambitious. Our delivery plan is forward thinking and sets out the way we will work to prevent and tackle homelessness.

Homelessness and poor housing conditions blight lives, damage health, reduce opportunities. They negatively impact communities in profound ways. That is why preventing homelessness is a priority for this Council. We are committed to ongoing investment that delivers tangible benefits to the people we serve.

Grounded in a comprehensive evidence base, our Preventing Homelessness Strategy has been developed with our customers, our partners, and our stakeholders. I would like to extend my thanks on behalf of the Council to everyone who has been involved.

With their help, the strategy has been developed at a time of change. The Homelessness Reduction Act 2017 represents a new statutory framework for local authorities. The Council’s Housing Service is in the process of embedding a new model of service delivery. We want to get better at engaging and supporting customers, and the wider system of public services, so that together we can improve outcomes and improve the support available for people who are homeless or at risk of homelessness.

This is an exciting time to introduce a new strategic plan for preventing homelessness in Hart. I am very pleased to endorse this strategy; knowing it will deliver continuous improvement and impact positively on people’s lives.

Stuart Bailey

Cabinet Member for Housing

Foreword by Chief Executive

The Preventing Homelessness Strategy 2018-2021 presents a roadmap for the way we will deliver housing services in the coming years. It will:

- Ensure compliance with the Homelessness Reduction Act 2017.
- Ensure we remain focused on continuous improvement in the way we respond to homelessness.
- Support reform across the wider system and improve the support available to local residents who find themselves in difficulty.

It will be delivered effectively, efficiently, and in keeping with our core values and commitment to excellence in customer care.

The strategy represents the culmination of a significant body of work. It has been developed in partnership and through extensive consultation. It has consolidated learning and the experience of our 'trailblazing' journey. It will directly contribute to Hart's Corporate Plan 2017-2022. It has been deliberately structured around 5 key priorities that feed into our overarching corporate aims and ambitions. In this context we will:

1. Build on existing services and continuously improve service delivery.
2. Work with people to understand their strengths, and support them holistically to achieve their goals.
3. Work with partners to identify people who may be at risk of homelessness at the earliest opportunity.
4. Develop place-based services in the community using colocation and partnership working to increase prevention activity.
5. Engage the wider statutory and voluntary sector to address wider support needs that may otherwise contribute to homelessness, with a focus on system review and reform to deliver sustainability.

The strategy enjoys the support of our wider services and has the full support of the Council's corporate leadership team. To be effective, we recognise that our services must come together to support our residents, and that we cannot achieve our aims as a Council on our own.

We will deliver in partnership across the voluntary and statutory sectors, and always in the interests of supporting our residents.

Patricia Hughes & Daryl Phillips
Joint Chief Executive

BACKGROUND

I. Introduction

Requirement to Formulate & Publish a Homelessness Strategy:

- I.1 The Homelessness Act 2002 introduced a requirement for local authorities to undertake a review of homelessness, including consultation, and to use the results of the review to inform a homelessness strategy.
- I.2 Local authorities must publish their homelessness strategy periodically, but not longer than once every 5 years.
- I.3 This strategy meets these requirements. It has been developed from a comprehensive evidence base that has been used to formulate the key priorities and delivery plan.

The Legal Framework for Homelessness:

- I.4 Within a complex legal framework, the Council delivers services to people who are homeless or threatened with homelessness. This framework sets out duties it must perform and powers it can exercise with discretion.
- I.5 The Housing Act 1996, Part 7 has been amended over the years, but remains the primary legislation prescribing how local authorities should deliver services, and what duties they must owe to homeless persons.
- I.6 The Housing Act 1996, Part 7 has most recently been amended by the Homelessness Reduction Act 2017. This new Act represents fundamental amendments to the existing homelessness legislation.
- I.7 It introduces new requirements to “prevent” and “relieve” homelessness and in that context, sets out a range of new duties.
- I.8 These recent amendments have not taken effect at the time of writing. It is understood the Act will commence from April 2018, with some aspects being rolled out throughout the year.

Strategic Ambition:

- I.9 The Review of Homelessness represents a body of work that can be read in conjunction with the strategy and delivery plan. It has been published separately and can be downloaded at www.hart.gov.uk.
- I.10 This strategy supports the work of the whole of Community Services. It provides a brief summary of the extent and findings of the review, sets out the direction of travel, and provides a detailed delivery plan reflecting the Council’s aim to embed a new operating model and its ambition to do things differently.
- I.11 It represents a strategic shift from a focus on “housing options”. The new emphasis focuses on improving “engagement” with our customers and our partners, and developing more holistic ways to “support” people. The main driver is to achieve

increasingly early interventions that prevent homelessness and to achieve sustainable outcomes for customers.

2. Summary of Review

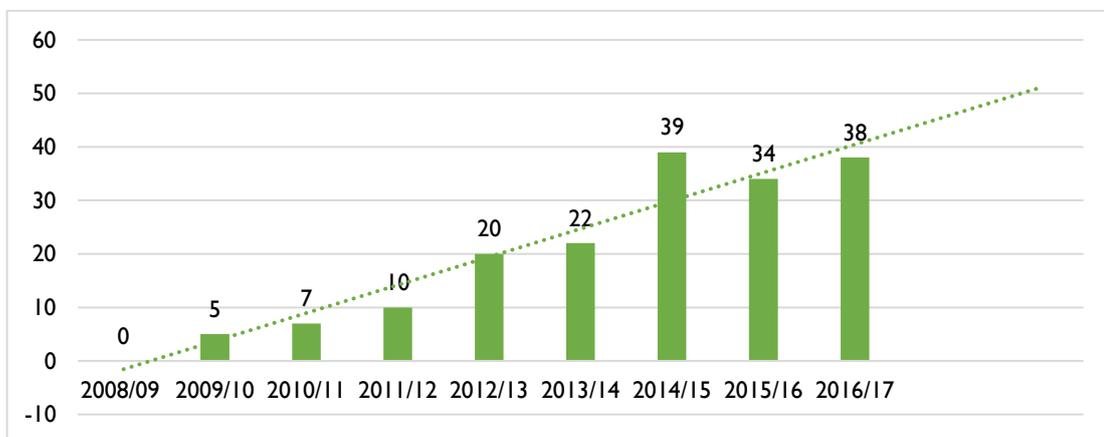
Overview of the Review of Homelessness:

- 2.1 The review commenced in October 2016, and coincided with the decision to bid for Government funding to become a lead authority Homelessness Prevention Trailblazer.
- 2.2 The content of the bid was developed in partnership. It involved both internal and external consultation and engagement and set in motion a process of research and analysis that has ultimately informed the Preventing Homelessness Strategy. The full range of partners involved in the review document is included in Appendix A.
- 2.3 The review was detailed, extensive, inclusive and robust. The main focus was on understanding challenges, need, trends, existing services, opportunities, and how we could improve. This included how we could improve wider system responses.
- 2.4 Consultation has been pivotal to the review, and service user engagement vital to garner insight into how we might design our service differently. Service users will continue to play an important part in the life of this strategy.
- 2.5 The strategy itself will be kept under continuous review and the “Review of Homelessness: Engaging & Supporting our Communities” is available on the Council’s website at www.hart.gov.uk.

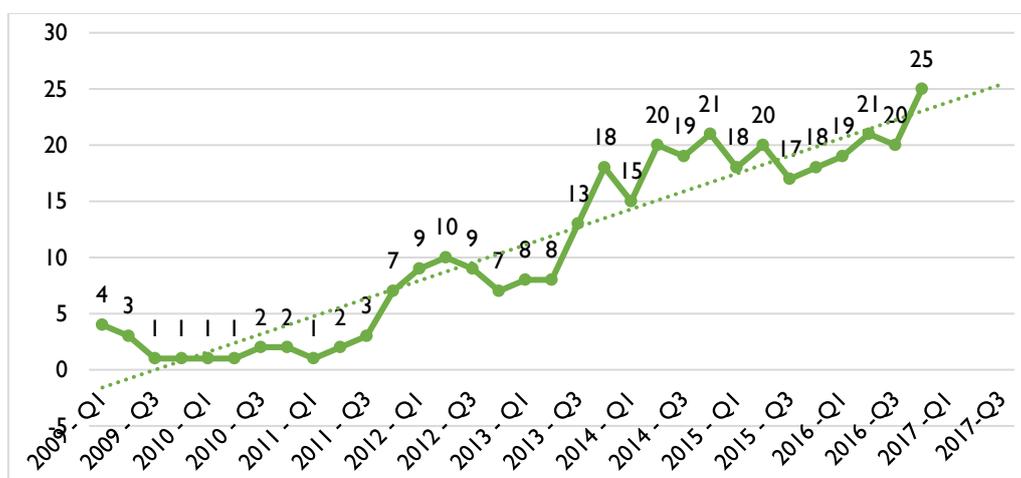
Summary of Key Challenges:

- 2.6 Hart is a very expensive housing market area. House prices are much higher than neighbouring areas and have significantly increased in recent years. The rental market reflects the same trends in terms of increasing cost across both private and affordable rented sectors.
- 2.7 The majority of households registered on the Council’s Housing Register are in work (65%), of which 28% do not receive any welfare benefits.
- 2.8 The average household income for people registered with Help to Buy South for ‘shared ownership’ in Hart is £34,357 with average savings of £20k.
- 2.9 There is a steady demand for advice and assistance from the Housing Service. This demand has remained relatively consistent in recent years. Partner agencies report steady demand from people seeking help with regard to housing related problems.
- 2.10 At the same time, it has become increasingly challenging for residents to secure homes that are affordable for them at open market value. This increases the pressure on available alternative, more affordable, housing solutions, as the number of options is shrinking, particularly with regard to the private rented sector.
- 2.11 Affordability is becoming increasingly problematic for larger families, with “affordable housing” becoming “unaffordable” for people who need more than 3 bedrooms. This trend is starting to extend to smaller units.

- 2.12 Concerns about being given notice to quit accommodation, private rented sector tenancies being ended, relationship and family breakdown are the main reasons people approach the Council for help.
- 2.13 People aged between 25 and 40 represent the largest group requiring assistance with housing related problems. Those aged between 25 and 45 years were the largest group represented within statutory homelessness acceptances.
- 2.14 Whilst levels of statutory homelessness remain low, it is anticipated that they will increase based on the trend over the past 6 years and in light of prevailing housing market pressures.
- 2.15 This assessment is based on data captured under the current statutory framework, before the Homelessness Reduction Act 2017 has commenced, and must be understood in that context. Total numbers of statutory homeless acceptances since 2008/09 are demonstrated below along with the forecast trend:



- 2.16 Temporary accommodation use in Hart also remains relatively low, however, the trend over the past 4 to 5 years has been increasing. Total numbers of households in temporary accommodation are demonstrated below along with the forecast trend:



- 2.17 The number of households for whom homelessness is prevented as a result of a private rented sector offer has been in sharp decline over the last 5 years.

- 2.18 After a period of declining numbers of housing association accommodation offers preventing homelessness, we are now seeing a rise.
- 2.19 78% of the Council's successful homelessness prevention activity in 2016/17 was the result of securing alternative accommodation for people. The majority of these preventions related to securing private rented sector accommodation.
- 2.20 Just 22% of the total number of households for whom homelessness was prevented, were able to remain in their existing home.
- 2.21 Hart continues to report very low levels of rough sleeping and has a "No Second Night Out" procedure in place to ensure people who are either sleeping rough or at risk of sleeping rough can be offered support.
- 2.22 There are risks to wider services associated with reductions in public spending, and the identifiable pressures that exist in other parts of the system. It is reasonable to anticipate these factors will ultimately result in de-investment in services that contribute to the existing safety net, and increasing pressure on the Council's services and those of other partners locally to fill emerging gaps.
- 2.23 The full detail of the review can be downloaded at www.hart.gov.uk.

3. From "Housing Options" to "Engagement & Support"

Overview:

- 3.1 The review demonstrated that Hart's "Housing Options" approach has been successful at preventing and tackling homelessness.
- 3.2 It demonstrated recent trends in the housing market. Trends that are increasingly hostile to low income households. It also highlighted trends that indicate the Council relies too heavily on the housing market to meet demand.
- 3.3 Together, these factors indicate that the "Housing Options" approach is no longer a sustainable or viable model. Certainly, if it fails to adapt to emerging conditions.
- 3.4 It follows that we need to work in new ways, to intervene in people's situations to support them. Otherwise we may find it increasingly difficult to prevent homelessness in Hart.
- 3.5 Furthermore, the model must fundamentally change if the Council is to manage the transition to the new statutory framework effectively.
- 3.6 Identifying and securing new ways to access alternative housing options that are suitable and affordable will, of course, continue to be one of a number of competing priorities.
- 3.7 The Preventing Homelessness Strategy feeds into an overarching Housing Strategy that seeks to improve the availability of suitable housing for local residents, including affordable rented housing that meets a range of locally identified needs.
- 3.8 The change that is being advocated here, must be understood in this wider context.
- 3.9 We must explore new ways of helping residents, to dramatically increase the number of people for whom interventions result in sustainable outcomes, enabling more people to stay in their homes or to manage in the housing market without requiring the ongoing or repeat intervention of different public services.
- 3.10 The strategy recognises that over-reliance on a housing market that is excluding increasing numbers of people, risks incrementally increasing levels of homelessness.

- 3.11 Additionally, this reliance increases the likelihood that the Council will have to export local people to more affordable housing markets in other areas, if it is to fulfil its legal duties under homelessness legislation now and in the future.
- 3.12 The Review of Homelessness has recognised that people present to Housing Services for advice and assistance for a variety of reasons.
- 3.13 On closer inspection, those reasons are rarely, if ever, directly attributable to “housing”. Whilst we must accept that the housing market itself is a challenge, they are yet rooted in people’s financial capacity, employment, redundancy, ill health, alcohol and/or drugs misuse, relationship breakdown, or other underlying causes.
- 3.14 “Housing” is part of a wider set of problems, and it is almost always a ‘symptom’ of deeper issues.
- 3.15 Frequently, these underlying causes are not being adequately addressed by the Council, or by the wider network of public services; often this is because the person does not meet relevant service thresholds where the right expertise may otherwise be available, or because we can sometimes – even when trying to operate collectively - work in isolation. Sometimes the person we need to help is viewed by agencies, including ourselves, through the lens of our own constraints.
- 3.16 This strategy is about rethinking the approach and rethinking how we work with people to prevent and relieve homelessness, so that we can be more effective at it.

Transformation: Engagement & Support Team

- 3.17 We have introduced a new approach which puts the customer at the centre of the work that we do on housing options, and one that recognises their needs and strengths beyond simply housing. This approach focuses on supporting customers not just to resolve their housing issues but encourages them to thrive in other areas, for example, by becoming economically active or by participating in their community.
- 3.18 Clients who approach the service for assistance, or who are referred to us, will receive a comprehensive “strengths based” interview, taking a comprehensive look at all of the housing options available to them and the strengths they have to ensure alternative housing is secured. From this we will develop a personal housing plan – our “enabling agreement” which sets out the actions they will take and the support they need from us and others to move away from housing crisis. We then monitor this with them, until a housing solution has been found. We will also bring in other agencies with specialist skills and knowledge to help in this process. Service level agreements and data sharing protocols support this methodology.
- 3.19 We are developing new approaches and engaging the wider system of statutory and voluntary services, encouraging them to participate in this new model, while supporting them to identify people at risk and ensuring they are ready for a new “duty to refer” enshrined in the Homelessness Reduction Act.
- 3.20 Our mission will be to find increasingly effective ways to identify people at risk of homelessness, at the earliest possible opportunity, and to engage with them at the earliest possible stage.
- 3.21 The “Housing Options Service” will become a proactive “Engagement & Support Service” working within the Housing Services Department.

Links to the Evidence Base:

- 3.22 The Review of Homelessness tells us that the people we are working with are either struggling or unable to find their place in the local housing market. In one sense, there is an identifiable cohort of people that are being left behind.
- 3.23 In addition to actively seeking to influence the market and source suitable accommodation, we need to consider ways of working with our customers so that we are doing more to support them to access the local market sustainably. We aim to do this by helping to harness skills and strengths, and seeking to reduce reliance on public services.
- 3.24 Working with our partners to tackle contributory factors that unchecked, result in housing crisis, will be a key aspect of achieving this.
- 3.25 The premise for the Preventing Homelessness Strategy delivery plan reflects this ethos.
- 3.26 It will ensure the Council complies with the requirements of the Homelessness Reduction Act 2017 and it will promote a partnership approach to engaging and supporting people.
- 3.27 It will include actions to improve support services to meet the needs of our most vulnerable people, so that we are collectively taking a keener interest in understanding their goals and helping them to achieve.

4. Resourcing the Strategy

- 4.1 In common with other local authorities, the Council has been affected by austerity and year on year reductions in central government grant funding. These have required it to transform and constantly review opportunities to become more efficient.
- 4.2 In a 2-tier area, the Council is also vulnerable to funding decisions that are made by Hampshire County Council that can have knock on consequences for district level resources.
- 4.3 Despite these pressures, the Council has continued to prioritise its frontline services and has continued to invest in its Housing Services. Housing Services remain a priority for the Council and it is committed to ongoing work to improve the way we engage and support people who are homeless or at risk of becoming homeless.
- 4.4 The Council has worked with partners to bring in new money to support continuous improvement. This includes “Homelessness Prevention Trailblazer” funding that will bolster delivery until March 2019, along with the targeted use of Department for Communities and Local Government “Preventing Homelessness Grant” funding and “Flexible Homelessness Support Grant” funding.
- 4.5 The Council will continue to seek to capitalise on any additional opportunities to draw down funding into the area to support homelessness and related services, including by supporting our voluntary sector partners to seek funding from sources that may be exclusively available to them.

5. Working together

- 5.1 The Review of Homelessness has identified that there are challenges facing the Council and its wider partnerships.

- 5.2 Partners across statutory and voluntary sectors contributed to the Review of Homelessness and to this strategy. The Council extends sincere thanks for all of the support provided and for the insights that have been shared.
- 5.3 Partnership working is crucial. Exploring new opportunities and finding new ways to work differently together remain priorities for us and are increasingly encouraged as part of the national policy agenda. We have developed service level agreement with many partners, and we will develop a “memorandum of understanding” moving forward to ensure that the aims and aspirations of each organisation in the partnership are aligned.
- 5.4 Working with the Department for Communities and Local Government, as part of the network of lead authority Homelessness Prevention Trailblazers, Hart will be hoping to influence wider services to contribute to the operational delivery of the strategy and to help us to meet our aims.

6. Monitoring & Review

- 6.1 Ultimate responsibility for driving through this strategy and ensuring it delivers key objectives rests with the Head of Community Services, supported by a range of colleagues from other agencies.
- 6.2 The strategy has been developed in partnership with others, including service users and stakeholders, and they will continue to be involved in the ongoing review and delivery against targets and outcomes.
- 6.3 The Hart Homelessness Forum will take the lead in monitoring delivery against targets and measuring outcomes. The Forum is made up of colleagues from statutory and voluntary agencies that work in Hart with either a remit to tackle homelessness, or to support or provide care for clients who approach us for assistance. This includes, for example, colleagues from mental health services, floating support services, Citizens Advice Bureau and a range of specialist organisations. The Forum meets quarterly and after each meeting the delivery plan is updated accordingly.
- 6.4 The Hart Homelessness Forum will meet in January 2018 to begin work on delivering this new Preventing Homelessness Strategy and will use the delivery plan as its work plan moving forward. A clear, refreshed terms of reference will be developed at this initial meeting.
- 6.5 Service user focus groups will also run every six months to help us to co-produce a service that works for local people.
- 6.6 The Community Services “Service Board” of elected members from Overview and Scrutiny Committee will monitor performance against the annual Service Plan.

7. The Delivery Plan

- 7.1 This Preventing Homelessness Strategy is deliberately focused on action and delivery, through the delivery plan which is attached as Appendix B.

- 7.2 This will develop and embed the “Engagement & Support Model” and will ensure the Council’s approach to preventing and tackling homelessness is fit for purpose now, and for the future.
- 7.3 It has been structured around the key priorities identified by the Review of Homelessness:
1. Build on existing services and continuously improve service delivery.
 2. Work with people to understand their strengths, and support them holistically to achieve their goals.
 3. Work with partners to identify people who may be at risk of homelessness at the earliest opportunity.
 4. Develop place-based services in the community using colocation and partnership working to increase prevention activity.
 5. Engage the wider statutory and voluntary sector to address wider support needs that may otherwise contribute to homelessness, with a focus on system review and reform to deliver sustainability.
- 7.4 Appendix A contains the list of partners consulted and involved in developing the strategy and delivery plan. Appendix B contains the multi-agency delivery plan. It will be monitored by the multi-agency Hart Homelessness Forum and the Community Services “Service Board” and regular updates will be published on the Council’s website at www.hart.gov.uk.

Appendix A: Partners involved in the homelessness strategy consultation

KEY ENGAGED PARTNERS	WIDER PARTNERSHIP
<p>CAB (Hart and Rushmoor) Community Mental Health Recovery Services (CMHRS). Community Rehabilitation Company (CRC) DWP / Job Centre Plus Hampshire Constabulary Hampshire County Council Adult Hampshire County Council Children's Services Hampshire County Council Public Health Hampshire Probation Service Hart District Council Hart Voluntary Action HomeGroup Inclusion Hampshire (Drug and Alcohol Service) Mental Health and Substance Misuse Social Care Team Hart & Rushmoor Revenues and Benefits Team (Hart and Rushmoor) Rushmoor Borough Council Rushmoor Voluntary Services Safer North Hampshire Sanctuary Supported living Society of St James Step by Step Surrey and Borders NHS Partnership VIVID (formerly Sentinel Housing Association and First Wessex Housing Association) CAB (Hart and Rushmoor)</p>	<p>Aster Bracknell Forest Homes CCGs (North Hampshire and North East Hampshire & Farnham) Community Access Project (CAP) CSW Group EIIP (Early Intervention In Psychosis) Family Support Service Frimley Park Hospital Hampshire County Council Public Health HMP Winchester Local businesses Local schools and colleges North Hampshire Domestic Abuse Forum North Hampshire Hospital Private rented sector Radian Sovereign Housing Association Surrey and Borders NHS Partnership Thames Valley Housing Association The Oasis (Just Wellbeing, adult mental health support) The Source The Vine Centre The You Trust Transform Trussell Trust Food Banks Wellbeing Centre (Aldershot)</p>

APPENDIX B

Hart District Council

Preventing Homelessness Strategy 2018-2021 Delivery Plan

PRIORITY I: Build on Existing Services and Continuously Improve Service Delivery

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
1.1	Review and update all internal processes and procedures to ensure they reflect the Engagement & Support Model objectives and that they are Homelessness Reduction Act compliant	February 2018	E&S Manager / Transition & Partnerships Manager	Staff Time	Review all processes and procedures Monitor quarterly Review annually	Officers are all working within the same HRA2017 E&S Model framework	The E&S Team and Trailblazer Team have the correct tools to assist them to support customers to make positive choices about their housing options Procedure guides and internal literature is written in plain English and supports officers to deliver services in line with the Engagement & Support Model and HRA 2017	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
1.2	Undertake a session with staff to go through new processes and ensure the requirements of the HRA 2017 are met	March 2018	E&S Manager	Staff time	Workshop with staff completed	All staff understand the HRA2017 requirements and are able to operate in a compliant way	Consistent service HRA2017 compliance	
1.3	All applicants to receive meaningful asset based assessments and advice to reflect that the service is tailored to individuals' goals and aspirations	April 2018	E&S Manager / Transition & Partnerships Manager	Staff time	Monthly case audits monitoring this and individual staff supervision addressing any deficiencies (as defined by 1.4 below) Quarterly case audits identifying trends and areas for improvement and making recommendations for focussed service delivery (as defined by 1.5 below)	The Engagement & Support Model is embedded in our service delivery	Customers receive assessments that actively seek to understand more than just the housing situation Improved outcomes with higher instance of people able to remain in their own home and/or able to live independently in a sustainable way	
1.4	Conduct monthly light touch case audits to monitor service quality, compliance with	Monthly from January 2018	E&S Manager	Staff Time	Case audit results discussed at team	All staff working consistently	Each month a set of light touch recommendations produced for the team	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	Engagement & Support procedures and to inform any appropriate amendments to service delivery and performance management				meetings and in I-Is Findings addressed each month and service delivery improved	All staff working in a procedurally compliant way Performance issues addressed Training needs identified	Each month a set of light touch recommendations produced for individual officers Recommendations are being acted on and appropriate changes to service delivery and case work are being made Procedurally compliant service delivery HRA2017 compliant service delivery	
1.5	Conduct in depth case audits quarterly using a sample of cases from across the service and produce performance management report including timebound recommendations to be implemented to	Quarterly from April 2018	E&S Manager	Staff Time	Case audit results discussed at team meetings, in I-Is and in annual and mid-year PDRs Findings addressed each	All staff working consistently All staff working in a procedurally compliant way	Each quarter detailed recommendations produced for the team and for the Head of Community Services Each quarter a set of detailed recommendations produced for individual officers	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	ensure continuous service improvement				and service delivery improved Performance management culture embedded	Performance issues addressed Training needs identified Continuous service improvement through shared oversight	Recommendations are being acted on and appropriate changes to service delivery and case work are being made Procedurally compliant service delivery HRA2017 compliant service delivery	
1.6	Revise service performance indicators in light of the Homelessness Reduction Act changes.	April 2018	E&S Manager	Staff time	Covalent updated Service Plan updated	Appropriate expectations regarding timescales for applications to be assessed under the new statutory framework Revised KPI measures to facilitate performance monitoring	New set of KPIs in place across relevant systems and processes that reflect the new statutory landscape including new duties to prevent and relieve homelessness	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
						Members are able to review performance		
1.7	Ensure staff and relevant partner agencies understand new reporting requirements and are accurately reporting their work	April 2018	E&S Manager	Staff time	<p>New guidance shared with staff</p> <p>Review SLA requirements to ensure partners receiving grant funding are contributing appropriate data</p>	<p>E&S Officers clear on what to report and how to report</p> <p>Partner agencies clear on what to report and how to report</p> <p>Less recording of “other” throughout systems</p>	<p>Accurate reporting of data to central government</p> <p>Accurate reporting of data for the purposes of internal KPIs</p> <p>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</p> <p>Reduced proportion of “other” cases so that all officers are actively taking responsibility for reporting meaningful data</p>	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
1.8	Undertake 6 monthly reviews to inform new benchmark for statutory homelessness.	Commencing from July 2018 (then every 6 months)	E&S Manager	Staff time	Every 6 months compiling benchmarks	Understanding of what managers should expect from staff Realistic and achievable target setting Rolling review over first 24 months of HRA2017	Appropriate target setting Ability to challenge service to do better	
1.9	Develop a Communications Strategy to set out the new service model, implement it and ensure customers are aware of our services (This Communications Strategy will include many of the actions as defined below)	February 2018 and review annually	E&S Manager Transition & Partnerships Manager Communications & Economic Development Manager	Staff time Trailblazer media budget Financial implications re promoting services	Service is promoted through a range of media Partnership Event held Development of marketing materials	Marketing campaigns agreed Campaign goes live using both written and digital communication methods Awareness raising throughout the wider system and	Increased referrals to housing for people at risk of homelessness Customers attending services with informed expectations of services Communities aware of the new approach and commitment to preventing homelessness in partnership	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
						<p>within our communities</p> <p>Analyse data to monitor how successful social media campaigns are</p>		
1.10	Produce new literature in plain English reflecting the Engagement & Support approach and ensure customers know how and where to approach the service and what to expect	April 2018	<p>E&S Manager / Transition & Partnerships Manager</p> <p>CAB (review literature)</p>	Staff time	<p>Produce new literature</p> <p>Publicise literature on website</p> <p>Disseminate literature to all relevant partner agencies including local health services and drug/alcohol services</p>	<p>All literature will be up to date and reflect current services and any changes in legislation</p>	<p>Literature is appropriate, easily located/accessible and promoted to customers through a variety of avenues.</p> <p>Customers access service appropriately and with an informed expectations</p>	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					Review and monitor annually			
1.11	Review Allocations Policy/CBL/nominations literature in light of the E&S Model and ensure it is available in plain English	April 2018	E&S Manager / Nominations Officer	Staff time	New versions of a customer friendly leaflet produced explaining the allocations processes Disseminate literature to all relevant partner agencies including local health services and drug/alcohol services	Literature is easy to understand and made available to customer on line, in the council offices and with partner agencies	Literature is appropriate, easily located/accessible and promoted to customers through a variety of avenues. Customers access service appropriately and with an informed expectations	
1.12	Review Directory of Services annually & promote it to customer and partner agencies	November 2018	E&S Manager	Staff time	Review all services currently detailed in the Directory. Review and monitor annually	Directory is up to date reflecting current services available both throughout the district and in other local authority areas.	The Directory provides easy to understand information to enable staff, partners and customers to access services and make positive choices regarding their housing options.	Supported by Trailblazer team as partnership working is a key element

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					<p>Liaise with partners regarding external services</p> <p>Customers and staff across services are aware and using the directory</p>			of this initiative.
1.13	Review use of social media and how we communicate our services to the wider general public for example Facebook, twitter, live chat page.	April 2018	<p>E&S Manager</p> <p>Transition & Partnerships Manager</p> <p>Communications & Economic Development Manager</p> <p>Community Safety Team Leader</p>	Staff time	<p>Analyse which social media avenues are the most suitable</p> <p>Implement social media and ensure staff are able to respond to queries</p>	Housing are able to communicate information to the wider community and also receive information back with a view to enhance dissemination of information and support offered	Housing Services are known widely throughout Hart and residents can access the services when required resulting in an increase in queries and early intervention.	HDC's Community Safety Team Leader (DL) can show the E&S Team how they currently monitor their departments Facebook page

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
1.14	Review domestic abuse literature produced by housing and Safer North Hampshire team to ensure there is accurate information included around housing options that reflects the new E&S Model approach and HRA17	Review annually starting from January 2018	E&S Manager Safer North Hampshire DA Lead (Karen Evans)	May need leaflet reprints / updates	Appropriate changes made to literature All literature printed and made available for use by staff, customers and partners	Updated information available to all staff, customers and partners	Enhanced information around domestic abuse and housing options	
1.15	Review self-help tool for customers to easily access Engagement and Support service	December 2018	E&S Manager	Existing EHO Possible procurement of additional software	Review existing EHO. Ascertain additional self-help tools that may be beneficial to our clients	Self-help tools in place	Clients using self-help tool prior to approaching the housing options service	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
I.16	Review the current PRS offer with a view to increasing local PRS opportunities	April 2018 (and annually)	Landlord Liaison Officer E&S Officer (Tenancy Sustainment) E&S Manager	Staff Time Potential additional funding depending on outcome of review. To be delivered within existing budgets wherever possible	Review to include assessment of good practice relating to PRS offers currently provided by other local authorities (use NPSS website) Review refusals of PRSO Offers to understand reasoning. Produce a professional landlords pack and customers pack	To maximise the number of private sector rental properties that Hart customers can access and to ensure the effectiveness of PRSOs To ensure excellent communication and support is provided to both landlord and tenant to enable customers to sustain their tenancy	Hart increases the number of private sector landlords/properties resulting in an increase in tenancy sustainment	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
1.17	Review the process and procedure for tenancy sustainment support work – including both in house delivery and support services offered by external partners.	January 2018 (and annually)	Landlord Liaison Officer E&S Officer (Tenancy Sustainment)	Staff time	Have an agreed timescale for settling in visits and regular follow up visits during tenancy Develop/amend procedure Develop comprehensive information package on tenancy sustainment New process in place and reviewed annually	To ensure that tenants receive the assistance they need at an early stage to increase their chances of remaining in their private sector property	Reduction in evictions from the private sector where clients have received the bond from Hart District Council. Improvement in relationships with private sector landlords. Customers are receiving follow up appointments with Engagement and Support Officers and receive some ongoing tenancy support enabling them to maintain their tenancy	
1.18	Landlord Liaison Service to focus on working with Landlords to understand the implications of Universal Credit and develop appropriate	May 2018	Landlord Liaison Officer	Staff time Possible financial implications	Provide training to PRS Landlords Work with PRS Landlords to	Increase in PRS Landlords accepting tenants that are receiving Universal Credit and to improve working	Private sector Landlords accept clients receiving Universal Credit which will increase our prevention of homelessness across the district.	Universal Credit to be rolled out to families in July 2018

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	strategies to encourage PRS landlords to accept customers on UC.		E&S Officer (Tenancy Sustainment) E&S Manager Trailblazer Team CAB	if a financial incentive is required by PRS landlords Possible financial implications if we have to buy training in on UC	devise a way to address the 8-week delays Landlords are currently experiencing through Universal Credit.	relationships with them		
1.19	Continue to develop the “Ring before you serve” approach – promoting it with landlords and letting agents in Hart	April 2018 (and annually from thereafter)	Landlord Liaison Officer E&S Officers Tenancy Sustainment Officer	Staff time	Flyer included in Council Tax mailing Visits to all letting agents conducted promoting the service	Increased engagement from PRS landlords and agents in sustaining tenancies rather than pursuing evictions without first seeking help to get the tenancy on track	PRS landlords and agents using the service Reduction in Part 7 relief of main duty acceptances resulting from end of AST	
1.20	Undertake an annual training needs analysis of the Engagement and Support Team and the	April 2018	E&S Manager	Venue	Training content agreed to include areas such as domestic abuse,	Delivery of training resulting in a fully	Increased in knowledge and skills of key issues of support linked to housing options	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	Trailblazer team to ensure they have the skills to deliver the asset based model of delivery and remain HRA17 compliant				<p>mental health and drug and alcohol.</p> <p>Training content to includes gaps identified in PDR and case audit process as outlined in 1.4 and 1.5 above</p> <p>Delivery of session</p>	skilled and aware E&S Team/TB Team		
1.21	Ensure E&S team receive motivational interviewing skills training and further equalities and diversity training and cultural awareness training	April 2018	E&S Manager	Potential training budget demand to be identified	<p>E&S team receive:</p> <p>Motivational interview skills training</p> <p>Equalities & diversity training</p>	<p>E&S team have good awareness of equality and diversity and cultural issues affecting different people and how this relates to our service.</p> <p>E&S team able to deliver asset based assessments that influence customers</p>	<p>High quality customer service delivered consistently across team members and for all customers</p> <p>E&S team influencing behavioural change and motivating people to work towards their goals</p>	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					Cultural awareness training	to change negative behaviours and succeed		
1.22	Working Group to be established to review the reasons behind parental evictions to increase our understanding and enable the E&S Team to develop appropriate interventions and to provide the right support for young people and families	December 2018 Start to record and collate information immediately and then monitor every quarter	E&S Manager Step by Step	Staff time Changes to recording on abritas	Hart to record reasons behind parental evictions Step by Step to record reasons behind parental evictions Hart and Step by Step to use the data collected to develop appropriate interventions	Hart has a clearer understanding of why parents evict their children which will enable early targeting and preventative actions to be taken to prevent future evictions	A reduction in the number of both young people and families being evicted by their parents Families and young people are better supported to either sustain accommodation or gain independence in a structured manner.	
1.23	Review recorded reason for clients presenting as homelessness with a particular focus on the 16 to 24 age group and the 25 to 44 age group	April 18 then quarterly	E&S Manager	Staff Time	Quarterly Review on how we are understanding the reasons why people become homelessness	Better awareness of why our clients are approaching and their reasons for homelessness	Understanding the real reasons behind clients approaching us as homeless will hopefully facilitate better use of resources to address the problem through early	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
							intervention and targeted support	
1.24	<p>Deliver workshops to schools and colleges, which provide advice around debt management and raise awareness of the reality and cost of accessing the PRS, affordable housing schemes and the housing register. This will be run in partnership with Step by Step, Community Safety and CAB.</p>	September 2018	<p>E&S Manager Step by Step Community Safety CAB</p>	<p>Staff Time Buy in from other agencies</p>	<p>Deliver workshops to schools and colleges across Hart</p>	<p>Young people prevented from getting into debt and will have additional skills, knowledge and resources to support them when accessing the housing market.</p>	<p>Decrease in the number of cases where clients are presenting with debt issues. Increase in the number of cases where young people successfully access the housing market with higher level of knowledge and resources.</p>	
1.25	<p>Develop a No First Night Out approach to prevent all rough sleeping (as far as practicably possible)</p>	May 2018	<p>E&S Manager with support from Housing Project Officer Support from internal and external partners</p>	Staff time	<p>To review No Second Night Out Policy and understand how this can be amended to achieve NFNO Improve early warning systems so potential for rough sleeping is</p>	<p>NFNO process implemented All relevant internal and external partners are briefed and have a sound knowledge of NFNO process and the resources to deliver it.</p>	<p>Rough Sleeping across Hart is eliminated and all people at risk of rough sleeping supported by the asset based Enablement and Support service.</p>	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					acted on before people hit the streets			
1.26	Examine take up of services, looking at gender bias	April 2018	E&S Team CAB Step By Step Homegroup Sanctuary	Staff time	Discussion at Homelessness Forum.	Clearer understanding of why we see more women than men approaching for advice and assistance	A clear understanding of the gender dimension across Hart Services tailored to meet the needs of women and prevent homelessness where appropriate	
1.27	Develop in house skills to allow teams to support customers to improve their financial capability including access to education, training and employment	December 2018	E&S Manager Transition & Partnerships Manager	Possible impact to trailblazer training budget to be determined	Increasing levels of financial capability of customers presenting Improved circumstances resulting in more customers managing	Increase levels of economic activity among customers	More customers able to sustain themselves Fewer repeat presentations for Rent Bond / Homelessness assistance	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					sustainably in the local housing market			
1.28	E&S Officers to remain in regular contact with customers who have triggered homelessness duties with weekly “touch base” contact made	January 2018	E&S Manager	Staff time	All customers contacted weekly for a catch up with their E&S officer	<p>Ongoing support and knowledge of customer’s situations</p> <p>Sustained advice and assistance to move on from temporary accommodation</p> <p>Able to identify issues affecting customers throughout their journey</p> <p>Process geared towards agreeing and amending Enabling Agreement steps</p>	<p>Customers feel supported, even while in temporary accommodation</p> <p>Enablement Agreements kept under constant review</p> <p>Issues arising that are affecting customers are identified throughout their journey</p> <p>Customers regularly able to feed back to their E&S officer regarding the service they’re receiving and whether it is meeting their needs</p>	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
1.29	Hold regular customer focus groups to support service redesign and actively improve service delivery	6 monthly from April 2018	E&S Manager / Transition & Partnerships Manager	Staff time	2 service user focus groups held each year Recommendations arising implemented	Service users support the service redesign and are able to feed through their views and experiences to support continuous service improvement	Customers engaged and influencing service delivery	
1.30	Work with VIVID to review ways to improve digital inclusion in temporary accommodation	December 2018	E&S Manager	Staff time	Review options Implement preferred option	Better digital services for people residing in temporary accommodation	Improved customer satisfaction for residents in temporary accommodation	
1.31	Undertake visits / inspections to B&B establishments to monitor quality of accommodation being provided in those exceptional cases that require a B&B placement	December 2018	E&S Manager / Senior Environmental Health and Housing Officer	Staff time	Visits conducted to main B&B providers used in placing homeless people	Identify any issues with the accommodation Discuss improvement plan with the owner / cease to use the establishment	B&B placements are of a suitable standard	
1.32	Continue to test the service against the Gold Standard to	June 2018 (and 6 monthly)	E&S Manager	Staff time	Satisfied Gold Standard still appropriate	Maintain a Gold Standard Service	HDC continues to retain the national Gold Standard	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	ensure Gold Standard is retained				Able to meet any further challenges from NPSS by way of reviewing status			

PRIORITY 2: Work with people to understand their strengths, and support them holistically to achieve their goals

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
2.1	All customers to receive an asset based assessment resulting in a comprehensive Enabling Agreement.	Ongoing	E&S Manager Trailblazer Team	Staff time	Asset based assessment fully integrated into the working practices of the Engagement and Support team. Asset based assessment available for all customers who present to service and used as a tool to prevent homelessness.	Ensure that all customers receive a full asset based assessment which focusses on their assets, aspirations, skills and personal growth.	All customers are receiving an asset based assessment and are receiving the accurate and timely advice, support and assistance to allow them to make choices and access opportunities to reach their full potential and meet their housing need	
2.2	Engage partner agencies for contributions towards Enabling Agreements	April 2018	E&S Manager and Transition & Partnership Manager		Citing other agency interventions on Enabling Agreements	Increased level of “multi-agency” response to support needs and wider causes of homelessness	Whole system responses to vulnerable people	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					Undertaking joint assessments where appropriate		Increased prevention and relief of homelessness	
2.3	Engagement and Support Team to focus on supporting people with financial management and signposting to appropriate agencies to prevent homelessness	Ongoing and reviewed as part of Case Audits	E&S Manager Trailblazer Team CAB	Staff time	Liaise with CAB to ensure a suitable referral process is in place including triggers to enable early referral and early engagement with the customer as soon as possible. CAB to provide data on a quarterly basis to HDC. E&S Team /Trailblazer Team to follow up with all clients referred for financial management to provide advice/ assistance/referral and support if needed.	Ensure that all customers with current financial problems or who are likely to have future financial problems are provided with the assistance to address/resolve these issues to prevent them becoming worse or prevent them happening at all.	Customers are being provided with a useful service, receiving follow up appointments with Engagement and Support Officers and reducing potential homelessness. Applicants in larger accommodation can afford to continue to live there and those who aren't are prevented from being homeless through support and if necessary a planned move.	Homelessness Prevention Project being run with Citizens Advice Hart

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
2.4	Tailored review of larger families affected by the benefit cap and affordability issues for them.	April 2018	E&S Manager	Time and Staff	Review of larger families within Hart completed and key issues around affordability identified Tailored advice and support packages offered to support larger families	Ensure all applicants in larger accommodation who are affected by the benefit cap receive advice and support to maximise income to ensure affordability and prevent homelessness wherever possible	Larger families are better able to remain in appropriate accommodation	
2.5	Health and Wellbeing Officers alongside Engagement and Support Officers to develop opportunities for clients to access employment	March 2018	E&S Manager H&W Officers Transition and Partnerships Manager	Staff time	Network of local employers who will support individuals into employment and training. DWP and E&T Team/Trailblazer Team working closely to maximise income opportunities and encourage people back into work.	To empower customers with the knowledge and skills to enable them to successfully gain employment and/ or maximise their earning potential.	Customers are successful at finding and obtaining employment which in turn will increase their income and assist with their housing options. Customers have improved health and wellbeing and are achieving their ambitions and goals.	
2.6	Engagement and Support Team to hold weekly drop in sessions to provide information to	Ongoing	E&S Manager	Staff time	Set up days/times to provide this service.	To empower clients with the knowledge and skills to ensure they are successful at	Customers have the confidence to obtain a private rented sector and therefore	Drop ins available now. These need to be reviewed and monitored to

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	customers on how to search for PRS properties to enable them to undertake future searches independently		Landlords Liaison Officer E&S Officer (Tenancy Sustainment)	Rooms with available computers	Advertise dates/times/information widely through twitter, facebook, website and partners. Follow up with customers following the drop in session to provide further advice/assistance/support if required. Review quarterly the impact this service is having and how successful customers are at accessing and sustaining private rented sector properties	obtaining a private rented sector tenancy.	resolve their own housing issues. Customers are receiving follow up appointments with Engagement and Support Officers and receive some ongoing tenancy support enabling them to maintain their tenancy.	ensure update and effectiveness.
2.7	Working Group to assess the provision currently available within the community to support people to develop the life skills to enable customers	April 2018	E&S Manager Trailblazer Team	Room can be held at Vine Centre	Collate a list of agencies that provide life skill training including referral processes and costs attached.	A central information resource to be held within the Engagement and Support Team	Increased levels of skills and resources within the community that will reduce interdependence on agencies and	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	to make positive life choices* *Further actions will arise from this piece of work		Karen Evans The Vine Step by Step		Focus on larger families to maximise affordability on larger properties and prevent homelessness			
2.8	Engagement and Support Team/Trailblazer Team to provide training to partners regarding Hart Homes, bidding online, the lettings process, allocations policy, changes in homelessness legislation and its impact on agencies	December 2018	E&S Manager Nominations Officer E&S Officers Trailblazer Team	Staff time Possible costs attached to training Partners about new legislation?	Organise a training schedule to include dates, training subjects and venue. Devise a feedback sheet for attendees to monitor success Review annually and continue if required	Hart Housings main partners undertake the training and good practice is shared	Improve housing/homelessness knowledge throughout partner agencies which will enable customers to receive the correct advice/information on housing related issues	
2.9	Engagement and Support Team to provide support to people with drug/alcohol misuse problems to help them overcome	April 2018	E&S Manager Trailblazer Team	Training for E&S team	Asset based assessments used for all customers that will highlight drug/alcohol issues	E&S Team able to support people with drug / alcohol issues within the confines of the Enablement Agreement.	Asset based assessments incorporated as essential part of service delivery and Engagement contracts used to	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	addiction and risky behaviour that will increase the risk of homelessness		Relevant external agencies		<p>E&S Team have relevant skills and knowledge to deal with these issues – achieved through training and support from Trailblazer team</p> <p>Referral routes established with key organisations to allow E&S team to make timely and appropriate referrals</p>	Customers receive timely and appropriate support	ensure people receive the right support to address their needs	

PRIORITY 3: Work with partners to identify people who may at risk of homelessness at the earliest opportunity

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
3.1	Health and Wellbeing Officers to improve joint working with Mental Health, Learning Disabilities, Adult and Children's Services, Physical Health	April 2018	E&S Manager Transition and Partnerships Manager	Staff time Development of assessment tools and Enabling Agreements. Training for housing teams	Identify specific professionals to maintain contact within each organisation. Develop Trailblazer Champions to encourage early referral and ongoing support.	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 new Homelessness Reduction Act 2017	Partner agencies liaise in a positive way with the Engagement and Support 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	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
3.2	Devise an early intervention protocol with all Registered Providers in Hart to address factors such as arrears, anti-social behaviour and other issues that may have a negative impact on a customer sustaining their tenancy	March 2018	E&S Manager & team co-ordinating working with all RP partners	Staff Time RP time and committment	Liaise with main partner RPs to devise a protocol. Widen the numbers of RPs included to ensure they are all working towards early intervention	RPs are ensuring that they contact the Engagement and Support Team at a very early stage to prevent problems mounting up and ultimately enabling tenants to sustain their tenancy and prevent future evictions.	A protocol is in place, working effectively to ensure tenants remain in their home and prevent homelessness. Customers receive structured multi-agency support where needed to maintain their tenancies. Tenancies are reviewed by RPs more regularly to avoid crisis.	
3.3	Devise and review an early intervention protocol and secure online referral process for partner agencies in Hart	December 2017	E&S Manager and Trailblazer Team co-ordinating with partners	IT requirements around secure email.	Draft referral process to be trailed by a local GP's and partner agencies	Any agency within Hart is easily able to refer a client to the Engagement and Support Team for advice and assistance at a very early stage to	An easy to use referral form is in place online being used by any agency, resulting in an increase in assisting customers prior to	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					<p>Record data quarterly regarding referrals</p> <p>Ensure a process is in place explaining how referrals will be managed internally to ensure they are processed efficiently by the Engagement and Support Team</p> <p>Feedback on outcome provided to agencies referring in to the E&S Team.</p>	prevent homelessness	them becoming homeless.	
3.4	HDC and partners to share knowledge and good practice through various mechanisms on homelessness risk factors and prevention measures and how partner organisations can assist with	March 2018	<p>E&S Team</p> <p>Trailblazer Team</p> <p>Other partners</p>	Staff time	Contact partners to devise a list of subjects that HDC and other partners would like to learn about.	Share and increase knowledge and information provided by all agencies relating to their services.	All agencies will have a better understanding of services provided across the district which will ensure customers are provided with the correct, most helpful	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	preventing homelessness				<p>Organise a schedule to include dates, training/discussion subjects and venue.</p> <p>Devise a feedback sheet for attendees to monitor success</p> <p>Review annually and continue if required</p>		advice regardless of the agency they are talking to.	
3.5	Liaise with Letting Agents to promote early signposting to Engagement and Support Team for tenants with arrears or other tenancy concerns to prevent homelessness	April 2018	<p>Landlord Liaison Officer</p> <p>E&S Officer (Tenancy Sustainment)</p>	<p>Staff time</p> <p>Financial implications if we decide to take out leaflets to lettings agents</p>	<p>Devise a professional pack of information to give to Lettings Agents</p> <p>Visit all local landlords both in Hart and Rushmoor</p>	Build on current relationships with lettings agents to encourage them to inform their landlords and tenants about the services the Engagement and	Lettings Agents routinely provide information to customers resulting in less arrears or other tenancy concerns building and therefore a reduction in PRS evictions	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					Maintain records of visits and provide follow up visits or telephone calls	Support Team provide.		
3.6	Working Group to review and support the ongoing delivery of pre-tenancy training provided by Hart's Engagement and Support Team and other partner agencies.	September 2018	E&S Team Step by Step The Vine Home Group VIVID	Staff time/room	Collate a list of all pre-tenancy currently provided by all partner agencies and HDC with information on referral processes and potential costs attached if other agencies want to refer into the training. Share this information with wider partners. Review annually to ensure the information is up to date.	To provide user friendly and interactive pre-tenancy training to ensure tenants responsibilities are understood.	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.	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
3.7	Review current practices in partnership with local prisons and probation service to develop identification and early intervention protocol to ensure people receive the right housing support and that all processes are HRA 2017 compliant.	April 2019	Engagement and Support Team Trailblazer Team	Staff time	Meet with all local prisons/probation services. Devise a Protocol which all prisons and probation services can use. Collect data and monitor processes. Review annually	A process is in place to enable ex-offenders to receive advice and where appropriate assistance to address their housing needs prior to being released from prison and also be aware of advice/assistance available to result in a suitable tenancy which is sustained.	A positive working relationship is in place with prisons and the probationary service all working in partnership to increase the numbers of ex-offenders who successfully obtain and sustain their tenancies.	
3.8	Review current practices in partnership with local hospitals to develop identification and early intervention protocol to ensure people receive the right housing support and	April 2019	Engagement and Support Manager Trailblazer Team	Staff time	Identify the discharge leads within each hospital and liaise with them. Agree a Protocol.	A process is in place to enable hospitals to refer clients to the Engagement and Support Team to assist with finding suitable accommodation	All clients will be referred to the Engagement and Support Team and all services will have worked in partnership together to ensure the client is released from	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	that all processes are HRA 2017 compliant				<p>Collect data and monitor processes.</p> <p>Review annually</p>	prior to release from hospital	hospital to suitable accommodation	
3.9	Review current practices in partnership with local mental Health Teams to develop identification and early intervention protocol to ensure people receive the right housing support and that all processes are HRA compliant	April 2019	<p>Engagement and Support Manager</p> <p>Trailblazer Team</p>	Staff time	<p>Meet with the all local mental health agencies and partner agencies.</p> <p>Agree a Protocol.</p> <p>Collect data and monitor processes.</p> <p>Review annually</p>	Mental Health Teams are aware of, and use the referral processes at an early stage to enable their clients to receive the correct advice and assistance for their needs.	All clients are referred where appropriate to the Engagement and Support Team and work in partnership ensure the clients is provided with the appropriate advice/assistance at an early stage and therefore prevent homelessness	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
3.10	Liaise with RPs to provide information on shared ownership residents who have rent arrears to enable the E&ST to engage with these residents to assess whether they also have mortgage arrears and provide assistance/advice where required	June 2019	E&S Manager Trailblazer Team Partner RPs	Staff time	Devise a process with RPs to ensure that residents with rent arrears living in shared ownership properties are referred to the Engagement and Support Team. Engagement and Support Teams / RP's will contact residents to provide advice and assistance to assist with rent arrears and possible mortgage arrears. Data collected. Analysed and monitored by the E&S Team to assess whether this is an issue as currently	Residents with rent arrears on their shared ownership property are identified and helped to address these arrears along with additional advice/assistance to address any mortgage arrears that may also be identified.	Residents are aware of the services Hart provides and mortgage arrears are dealt with swiftly to enable the residents to remain in their own home.	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					there is no data to analyse.			
3.11	Work with bank/building societies to promote our services and encourage them to pass our details on to clients with mortgage arrears	July 2019	E&S Manager	Staff time Leaflets	Build up relationships with local banks/building societies Provide leaflets, ensure banks/building societies are aware of the services provided by the Engagement and Support Team	Bank and Building societies are aware of the services provided by HDC and pass on the teams contact details as soon as mortgage arrears start to try and encourage clients to contact the team as soon as possible.	Clients receive the Housing teams details and are provided with advice/assistance to reduce the levels of arrears, referred to other partners for debt advice and ultimately remain in their home.	
3.12	Promote the Engagement and Support Teams services to the wider public and professionals/businesses to engage those with mortgage arrears	June 2018	E&S Manager Communication Team	Staff time Leaflets Advertising costs including Social media/Newspaper costs	Advertising campaign and article in Hart News.	To engage and assist client groups that would not normally ask the council for assistance.	A wider client group is working with us and partner agencies to address their mortgage arrears to enable them to remain in their own homes.	
3.13	Liaise with the Food Banks to gain an understanding of the	January 2018	E&S Manager	Staff time	Visit all food banks	Housing are linking in and continuing to build relationships	Housing are aware of customers that are visiting food banks	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	Hart residents that are receiving food packages and ensure that a referral process is in place to assist customers who may benefit from advice/support from the E&S Team to assist them to improve their situation where possible		Trailblazer Team	Leaflets Referral forms?	Devise one protocol for all food banks Data collection and monitoring to look for trends and recurring visits by customers	with the food banks and a working referral process is in place	and can offer them advice/assistance where required to improve their current situation	
3.14	Ensure Engagement and Support service uses locally gathered intelligence data as well as data available through central government and partner agencies to inform service development and delivery	April 2018	E&S Manager Trailblazer Team	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	Predictive indices developed to highlight relevant cohorts and locations Services working together to target those cohorts and locations in the interests of early intervention	
3.15	Work with HCC Services, NHS and CCG's to ensure we are meeting the needs of people with Mobility Problems who are	July 2020	E&S Manager	Staff time Leaflets	Build up relationships with Adult and children's Services	NHS and County services are aware of the services provided by HDC and pass on the teams contact	Clients receive the Housing teams' details and are provided with advice/assistance to prevent there	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	homeless or threatened with homelessness to allow us to plan for the future and prevent homelessness where possible.				Provide leaflets, attend relevant team meetings to promote services provided by the Engagement and Support Team	details as soon as potential threat of homelessness is identified.	homelessness and ultimately remain in their home where possible. Where it is not possible or suitable to remain, move is arranged in planned way.	
3.16	Work with Revenues & Benefits Service to identify households who are in arrears with Council Tax and develop process through which those households are contacted with an offer of support	September 2018	E&S Manager	Staff time	Council Tax staff provided with awareness training regarding homelessness Process developed through which the Council / Capita reaches out to people in arrears to ensure they are able to access advice services	Improved early intervention for people at risk of homelessness Increased prevention of homelessness	People struggling financially are targeted with advice at the earliest possible indication of financial hardship	



PRIORITY 4: Develop place-based services in the community using colocation and partnership working opportunities to increase prevention activity

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
4.1	Engagement and Support Team to identify opportunities for co-location within community settings	April 2018	E&S Manager CAB Trailblazer team	Staff time Potential additional costs to be identified – to be covered within existing Trailblazer budgets	Work with Citizens Advice to make us aware of outreach opportunities – process and format to be discussed. Liaise with other organisations to identify suitable co-location sites	E&S Team are able to 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.	Customers are dealing with any potential factors which may lead to homelessness at an early stage and will therefore result in them remaining in their own home whilst obtaining additional advice/assistance with additional matters such as finding employment, dealing with current debts etc.	
4.2	Liaise with those in the Armed Forces to identify co-location and partner working opportunities to ensure people have access to housing information	April 2019	E&S Manager CAB	Staff time	Attend RAF Odiham with CAB as and when required to promote services and early intervention	To ensure that members of the armed forces are aware of their housing options whilst employed and also when they leave their employment.	Members of the armed forces fully understand their housing options prior to leaving their employment and are therefore able to plan for their future housing requirements resulting	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
			Trailblazer team				in less risk of homelessness.	
4.3	Use GIS mapping and other data to identify need for service delivery, inform design and identify co-location sites	Annually reviewed every May	E&S Manager Trailblazer team Hampshire County Council	Staff time	Annual Maps produced to monitor and track location of clients at point of referral. Gain up to date data mapping and produce these annually Use GIS mapping to prioritise co-location areas Liaise with a variety of organisations to identify co-location sites in agreed areas Monitor success	To produce meaningful data that will 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 Ensure that the E&S Team aim to attend co-location sites where there appears to be more need for services out in the community and to reach out to those who are generally harder to reach	Targeted drop in sessions provided in areas where needed. Clients who may not normally visit the council offices are able to access advice and assistance from the E&S Team to enable them to access employment, address debt management and deal with any risk factors relating to their current situation.	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
4.4	Identify and develop prototyping to develop opportunities within the community to deliver homelessness prevention e.g. within GP surgery	April 2018	Trailblazer team E&S Team	Staff time Potential additional costs to be identified – to be covered within existing budgets	Good practice and protocols are identified and embedded into working practice.	Best practice is shared and protocols are aligned and shared with partner agencies.	Clients who may not normally visit the council offices are referred early to access advice and assistance from the Engagement and Support Team	
4.5	Develop a procedure/protocol to ensure DHP applicants receive appropriate early and ongoing interventions to prevent homelessness	April 2018	E&S Manager Client Officer - Finance, Revenues & Benefits HoS CEX	Staff time Access to relevant systems Training	Request to CEx to take in house the administration of the DHP fund. Procedure / protocol updated and in place to ensure continuity.	Increase in number of preventions of homelessness across Hart and well monitored fair usage of the fund.	Targeted advice given to those who are refused a DHP to ensure their property is affordable and they can maintain their tenancy. Targeted advice given to those who are accepted for DHP to ensure it is not a long-term reliance and that more suitable options are accessible.	

PRIORITY 5: Engage the wider statutory and voluntary sector to address wider support needs that may otherwise contribute to homelessness, with a focus on system review and reform to deliver sustainability

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
5.1	Work with partners to develop a multi-agency task and targeting procedure for complex clients including access to 'Multi-Agency Task and Targeting' (MATT) funding.	April 2018	SH (RBC) BB (HDC) BH (VIVID)	Staff time	Procedure/Protocol and referral process in place and shared with partners Partner agreements signed by referring agencies. Referrals made and MATT fund being used and monitored	To bring agencies together to unblock obstacles preventing hard to reach households from securing positive outcomes	A flexible and generic approach is taken to enable customers to access a 'personalised' budget to prevent homelessness and achieve a positive and sustainable outcome	
5.2	Identify Trailblazer Champions across Partner agencies and clearly define their roles	December 2017	Trailblazer Team	Staff time	All Champions are invited to attend a Front Line Officers Event	All Champions are able to support the development of the trailblazer and promote the trailblazer ethos to ensure all partner	Champions embed the trailblazer within their organisations	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
			E&S Team		Regular meetings are organised for all Champions to attend and share information/updates	agencies are working towards the same aims.		
5.3	Conduct a review of the potential for a single referral pathways form and data sharing between partners	October 2018	E&S Team Trailblazer Team	Staff time	Pathway agreed Data sharing evident	To make the customers journey easier by enabling all partners to share information to ensure the customer does not have to continually provide details of their issues.	Partners are able to easily share information and data resulting in a better service for the clients	
5.4	Identify key partners with relevant data to identify risk factors and opportunities for early intervention	Ongoing	E&S Team VIVID CAB	Staff time	Identify data available from partners Identify data HDC would like from partners Analyse and monitor data to identify risk factors and how this	To be aware of the risk factors within the district and then target those groups to provide advice/assistance/support	The E&S Team and Trailblazer Team access these hard to reach groups and address their issues to prevent them becoming at risk of homelessness	Citizens Advice Hart District able to provide statistical data if required.

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					can inform future service delivery			
5.5	Build relationship with DWP to ensure E&S Team has access to information and receive regular updates, including training on UC and other benefits.	June 2018	Trailblazer Team E&S Team DWP	Staff time	Improved information sharing and working relationships between district council and DWP	To ensure that the E&S Team and Trailblazer Team have the most up to date information regarding the ongoing implementation of Universal Credit	The E&S Team and trailblazer Team have the knowledge to provide the correct benefits information to all customers	
5.6	Develop a No Wrong Door ethos across partners	April 2021	HDC and Partners	Staff time Potential marketing costs to be established – will be met within trailblazer budget	Review current partnership working and identify any gaps	Local agencies are able to signpost the right place for people to seek and receive advice Warm handovers are happening	People are identified and supported through the wider system Agencies referring and signposting to each other do so with a warm handover of the customer	
5.7	Conduct a promotional campaign to the residents of Hart to provide information and awareness on	September 2018	E&S Team	Staff time	Campaign developed with a clear focus and agreed target group	Increased awareness amongst general public on issues of homelessness and how	Rough sleeping eliminated across Hart and more people at risk of rough sleeping referred into the	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	rough sleeping and promote good practice amongst the general public to prevent people becoming entrenched into street life		Corporate Communication Team			<p>best to support rough sleeping activity</p> <p>Increased reporting of rough sleeping incidence into council</p> <p>General public aware of NFNO approach to preventing all rough sleeping</p>	Engagement and Support service and receiving asset based assessments.	
5.8	Review all SLAs with partners to better understand the data and how they can contribute to prevention reporting for the purposes of Hart's government returns, and to ensure VFM is being achieved through the SLA	Annually every April	E&S Manager E&S Team	Staff Time	<p>Meeting with each Partner agency initially where an SLA is already in place to review.</p> <p>Meet with partner agencies where no SLA is in place but one would be beneficial</p>	Revised SLAs In place as appropriate and monitored accordingly	All agencies we fund to provide meaningful data in line with SLAs that will feed into the PIE report for Central Government.	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
5.9	Work with Hampshire County Council Adult Services with regard to their review of social inclusion services	April 2019	E&S Manager	Staff time (Potential future actions arising may have resource implications)	Participate in countywide meetings Attend 1-1 meetings with HCC Review E&S Service in light of emerging model that HCC intends to support	HDC influences HCC approach to review and commissioning strategy HDC able to assess the impacts of HCC chosen approach Worst impacts of spending cuts are reduced through joint working	No increase in statutory homelessness or rough sleeping arising as a result of HCC spending plans	