# Appendix B

# Fenland District Council – Homelessness and Rough Sleeping Strategy Action Plan 2024-2029

## Objective 1: Prevention of homelessness and housing options

| **Number** | **Intervention** | **Task** | **Intended Outcome** | **Resources and Timescale** | **Progress** | **Lead** |
| --- | --- | --- | --- | --- | --- | --- |
| 1.0 | Develop protocols, work force development and case work to prevent early signs of homelessness | Develop the following protocols and implement:   * Hospital Discharge with Queen Elizabeth Hospital, Kings Lynn, Peterborough City Hospital, Hinchingbrook Hospital Huntingdon & Addenbrooks Hospital Cambridge   Workforce development with partners e.g. registered providers  Link in with Transfer of Care Hub (TOCH) for Peterborough Hospitals and Queen Elizabeth Hospital | Customers prevented from becoming homeless | Existing resources |  | Housing & Communities Manager  Housing Options Team Leader  Sub regional Homelessness strategy group |
| 1.2 | Carry out a review of prevention techniques and options | Review undertaken and changes made to respond to the needs of our clients | Prevention service that meets the needs of Fenland’s customers | Existing resources and DLUHC grant funding  Citizens Advice Rural Cambs |  | Housing & Communities Manager & Housing Options Team Leader  Private Sector Housing Officer |
| 1.3 | Addressing housing options for complex needs cases | Membership of the Changing Futures programme to work together to find housing solutions for clients in complex needs | Better outcomes for vulnerable clients | Changing Futures funding |  | Assistant Director  Housing & Communities Manager  Housing Options Team Leader  Rough Sleeper Co Ordinator |
| 1.4 | Provision of specialist accommodation units for those with high dependency on substances | Carry out a feasibility into the provision of specialist units for clients who are homeless and have drug and or alcohol dependency | Better outcomes for those with drug and or alcohol dependency | To be sought |  | Assistant Director  Housing & Communities Manager |
| 1.5 | Tackle rogue landlord activity in Fenland | Link in with Operation Pheasant to gather intelligence via Private Sector Housing team linking with Housing Options  Continue to serve enforcement notices on poor quality properties | Improved management and condition of the private rented sector | Existing resources  Serious & Organised Crime (SOC) - Fusion |  | Housing & Communities Manager  Housing Options  Team Leader  Private Sector Housing Officers  Operation Pheasant partnership  Community Safety Partnership |
| 1.6 | Housing sub-region  Housing Allocations  Review | Review the policy to update following Homelessness Reduction Act and to ensure clarity in where policy sits in relation to local lettings policies (Registered Providers) | Making affordable housing as accessible as possible to our customers | Existing resources  When required. |  | Assistant Director  Housing & Communities Manager  Housing Options  Team Leader  Housing Options Team Leader  Senior Community Support Officer |
| 1.7 | Work in partnership with Anglia Revenues Partnership (ARP) to promote the Discretionary Housing Payment scheme to prevent homelessness | Ensure links to ARP are taken up together with partners | Homelessness prevented | Government Grant |  | Housing & Communities Manager  Housing Options Team Leader |
| 1.8 | Prevention of  homelessness for large families 4 bedrooms + | Work with development partners to acquire affordable homes with 4+ bedrooms.  Increase capacity to manged extra demand for Housing Options teams services through management of temporary accommodation through Community Support Team, implementation of new technology e.g. Docusign and transformation review of service | Reduction in temporary accommodation for larger families | Central Government Grant |  | Assistant Director  Housing & Communities Manager  Senior Community Support Officer  Housing Options Team Leader  Transformation team |
| 1.9 | Formation of an Early Help Hub | Establishment of a triage administrative function across triage administrative function for an Early Help Hub across the public sector system and Voluntary & Community Sector (VCS). | More upstream early notification s of those threatened with homelessness to enable prevention | North Place Partnership Board |  | Assistant Director |

## Objective 2 – Eliminate rough sleeping in Fenland

| **Number** | **Intervention** | **Task** | **Intended Outcome** | **Resources and Timescale** | **Progress** | **Lead** |
| --- | --- | --- | --- | --- | --- | --- |
| 2.0 | Continue to reduce the numbers of rough sleepers each year | Deliver the Rough Sleeping Initiative (5)   * Mental Health nurse * Continue delivery of the Day Hub – deliver housing solutions for all rough sleepers to meet their needs * Outreach Service x 3 workers * Night shelter support provision (2.5 FTE) * Bespoke intervention funds for CGL outreach and Ferry Project Hub * Rough Sleeper Co-ordinator * Conduct bi monthly rough sleeper counts * Submit monthly monitoring under DELTA system   Establish an operational monitoring group and a strategic group to monitor and maximise outcomes for our clients  Conduct annual rough sleeper count (verified) | Reduced numbers of rough sleepers  Monitoring the impact of funding  Monitoring the impact of funding | Successful DLUHC Bid  £1.186m  April 2022-25  Bi Monthly May, July, Sept, Nov (main count below), Jan & March  Monthly  Fortnightly  November  Existing resources plus CGL |  | Housing & Communities Manager  CGL & Ferry Project  Rough Sleeper Co Ordinator  Outreach Team & FDC  Housing & Communities Manager  CGL & Ferry Project  Rough Sleeper Coordinator  FDC CGL – Homeless Link |
| 2.1 | Carry out review of Severe Weather Emergency Provision (SWEP) | Review of procedures undertaken to ensure procedure meets the legislative requirements of SWEP and awareness to partners and teams and website | Fulfil statutory duties to rough sleepers during severe weather conditions efficiently and effectively | Homeless prevention grant  September |  | Housing Options Team Leader  Rough sleeper Co Ordinator  Ferry Project |
| 2.2 | Enable development of Housing First | Deliver additional units of Housing First accommodation model | Meet the need of vulnerable homeless people requiring support | Existing Resources  CCC RSI Bid  Partner resources |  | Housing & Communities Manager  Cambridgeshire County Council  Ferry Project  Support providers |
| 2.3 | Reduce the number of rough sleepers | Monitor the Next Steps Accommodation programme | Rough sleepers rehoused with support | Successful DLUHC Bid £820,650 + £579,880 match funding from Clarion  £55k Amicus set up costs  £123,530 Ferry support to Clarion 10  £444,120 10 properties with Clarion plus £579,880 match funding  £216k deposits  £176,440 B&B for NRPF |  | Assistant Director  Housing & Communities Manager  Amicus Trust  Clarion Housing  Ferry Project |

## Objective 3 – Temporary Accommodation, supported homes and supply of private rented homes

| **Number** | **Intervention** | **Task** | **Intended Outcome** | **Resources and Timescale** | **Progress** | **Lead** |
| --- | --- | --- | --- | --- | --- | --- |
| 3.0 | Undertake review and provision of temporary accommodation | Enable partners to establish supported accommodation and temporary accommodation within Fenland including provision across the whole area | Homeless customers facilitated to remain in temporary accommodation during case decision making process | Existing resources |  | Assistant Director  Housing & Communities  Manager and Housing Options Team Leader |
| 3.1 | Enable additional provision of supported accommodation | Work together with key partners to expand provision of supported accommodation | Meet the needs of our vulnerable customers and prevent homelessness | Existing resources |  | Housing & Communities Manager  Housing Options Team Leader |
| 3.2 | Provision of supported accommodation for care leavers | Deliver additional units of accommodation for care leavers Subject to identified need to be confirmed | Meet the need of care leavers | TBC |  | Assistant Director Break Charity |
| 3.3 | 3.3 Work with Landlords to maintain existing stock | Supporting compliant Landlords with early intervention with potential tenant issues such as rent arrears to prevent homelessness via the Landlord Rent Solutions Service | Meeting the needs of our customers | Existing resources |  | Housing & Communities Manager  Housing Options Team Leader  Private Sector Housing Team |
| 3.4 | Bring empty properties back into use | Continue to work with ARP & community to increase the number of empty homes coming back into use | Provide additional homes for rent | Existing resources |  | FDC Empty Homes Officer |

## Objective 4 – Resources and Training

| **Number** | **Intervention** | **Task** | **Intended Outcome** | **Resources and Timescale** | **Progress** | **Lead** |
| --- | --- | --- | --- | --- | --- | --- |
| 4.0 | Establish private Sector Landlord engagement | Contacts established in Fenland with Private Sector landlords.  Facilitate landlord and agent events in Fenland.  Include partners to assist with support and advice for landlords and agents | Increase in quality of private sector accommodation to meet the needs of customers | Homeless Prevention grant |  | Private Sector Housing team |
| 4.1 | Ensure specialist homelessness and linked training is identified for staff as part of the Council’s appraisal programme (Springboard). | Yearly review of training and development needs for all staff | Staff enabled to perform more effectively to meet the demands of the service in a customer focussed and efficient way. | Homeless prevention grant |  | Housing & Communities Manager  Housing Options Team Leader |
| 4.2 | Respond to external funding opportunities to assist in delivery of the strategy | Seek funding opportunities to assist in the delivery of support and provision of services in Fenland  Establish opportunities for joint bids with other relevant partners | Improved opportunities and outcomes for our customers |  |  | Housing & Communities Manager  Partners |
| 4.3 | Increase knowledge and awareness of our services with others | Undertake shared training opportunities with statutory and voluntary organisations | Improved knowledge of staff and working relationships to benefit our customers | Existing resources |  | Housing Options Team Leader |
| 4.4 | Achieve external accreditation for delivering of domestic abuse services to our customers | Achieve Domestic Abuse Housing alliance (DAHA) accreditation | Improved service to domestic abuse survivors | Existing resources |  | Housing & Communities Manager  Housing Options Team Leader  Housing Options Officer (DAHA Operational Lead) |

## Objective 5 – Reaching our customers

| **Number** | **Intervention** | **Task** | **Intended Outcome** | **Resources and Timescale** | **Progress** | **Lead** |
| --- | --- | --- | --- | --- | --- | --- |
| 5.0 | Ensure access and information about our service is up to date and broadly accessible to our customers and partners | Housing Options information is reviewed with our customers  My Fenland Team trained  Continue to use language Line translation service for our non English speaking customers  Street Link service publicised  Comms Team action plan to highlight progress with the strategy and action plan with the community | Clear accessible information for our customers about our services | Exiting resources  Quarterly updates  Existing resources |  | Housing Options Team Leader  Link with social Prescriber post  Comms Team |

## Objective 6 – Accessibility and standards

| **Number** | **Intervention** | **Task** | **Intended Outcome** | **Resources and Timescale** | **Progress** | **Lead** |
| --- | --- | --- | --- | --- | --- | --- |
| 6.0 | Ensure compliance with Customer Service Excellence | Corporate Customer Service Excellence achieved | Increased standard of customer service | Existing resources |  | Housing Options Team Leader  Private Sector Housing |
| 6.1 | Achieve the Silver Standard of service for Veterans across the Council | Undertake evidence-based assessment of services to meet the criteria | Increased standard of customer service for Veterans | Existing resources |  | Senior Community Support Officer  Head of HR |
| 6.2 | Good practice Safeguarding policy | Undertake the implementation plan as approved by cabinet for Adults Children and adults at risk of harm policy | Compliance with relevant legislation on safeguarding | Existing resources |  | Housing & Communities Manager |

## Objective 7 – Diversity and Cohesion

| **Number** | **Intervention** | **Task** | **Intended Outcome** | **Resources and Timescale** | **Progress** | **Lead** |
| --- | --- | --- | --- | --- | --- | --- |
| 7.0 | Ensure that the Housing Options Team contribute to maintaining the Council’s responsibility towards equality and diversity | Responsibilities met within Equality Act 2010 | A service accessible to all in Fenland who needs it. | Existing resources |  | Housing Options Team Leader |
| 7.1 | Ensure that Equality Impact Assessments are up to date | Review EIA’s annually | Service is accessible to our customers | Existing resources  Annually April |  | Housing Options Team Leader |
| 7.2 | Ensure homelessness advice services are fit for purpose in relation to non-English speaking customers | Monitor the impact of non-English speaking customers – feed into the Council’s Diverse Communities Forum and tension monitoring groups – all communities | Advice services are fit for purpose | Existing resources |  | Housing Options Team Leader |
| 7.3 | Manage the Homes for Ukraine project | Deliver services to Ukraine refugees  Ensure smooth transition into move on temporary accommodation and permanent homes.  Provide effective housing advice to non-priority need clients | Enable rehousing options (both statutory and non-statutory) for clients under HFU scheme | existing resources  CCC grant from central government |  | Housing & Communities Manager  Housing Options Team Leader  Homes For Ukraine Co Ordinator  Community Support Officer |
| 7.4 | Manage the homelessness process for refugees who arrive in the Fenland area | Deliver the Homes for Ukraine and Afghan Resettlement programme relating to Fenland | Implement the homelessness process linked to Ukrainian and Afghan refugees | Ukraine Funding  Afghan Resettlement funding  LAHF funding  Existing resources |  | Assistant Director  Housing & Communities Manager  Housing Options Team Leader  Senior Community Support Officer  Community Support Officer |
| 7.5 | Manage the Local Authority Housing Fund (LAHF) | Conclude the purchase of 33 properties on the open market to increase provision of temporary accommodation instead of using B&B accommodation | Discharge our duty into self-contained accommodation | Government grant  scheme  LAHF scheme |  | Assistant Director  Housing & Communities Manager  Assets and Projects team |

## Objective 8 – Partnership working

| **Number** | **Intervention** | **Task** | **Intended Outcome** | **Resources and Timescale** | **Progress** | **Lead** |
| --- | --- | --- | --- | --- | --- | --- |
| 8.0 | Ensure that Fenland remains a partner in the Cambridge sub Regional Homelessness Strategy Group & Cambridgeshire Operational group | Full contribution to Homelessness county wide group including reviews of Sub Regional Lettings Policy  Opportunities for sub regional projects to impact positively on fenland homeless applicants | Establish good practice and where possible opportunities for sub-regional projects | DLUHC grant funding |  | Housing & Communities Manager  Housing Options Team Leader |
| 8.1 | Work in partnership with registered providers and local 3rd sector organisations operating in Fenland to help prevent homelessness. | Work in partnership with registered providers and third sector to prevent homelessness by joint visits & initiatives etc.  Support third sector to access external funding to tackle homelessness. | Improved partnership working with Registered Providers and 3rd Sector in tackling homelessness. | Existing resources  Ongoing |  | Housing & Communities Manager &  Housing Options Team Leader |
| 8.2 | Development of the Fenland Supported Housing Forum | Assist in the development of the scheme to ensuring the most impactful allocation of supported accommodation for our clients | Co-ordinated approach to allocating supported accommodation in Fenland |  |  | Cambridge Housing Society (CHS)  Assistant Director  Housing & Communities Manager  Housing Options Team Leader |
| 8.3 | Enabling new affordable housing with registered provider partners | Engage with registered providers to develop new affordable homes | Affordable homes provided to our customers | Registered Providers  Central Government Grant |  | Assistant Director  Housing Strategy & Enabling Officer |
| 8.4 | Ensure that supported housing in Fenland meets with government standards | Supported Housing Act 2023 implementation | Develop systems and processes for meeting the requirements of the new act including licensing and standards of support and strategic supported housing plans including relevant actions from the Supported Housing Act | TBC |  | TBC |
| 8.5 | Ensure Fenland teams remain an integral partner in Operation Pheasant and associated operations | Take a proactive approach to tackling poor housing conditions and treatment of tenants (including migrant population – exploitation and modern slavery) within the private rented sector.  Establish co ordinated approach around Child Sexual exploitation including training  Publicise our success  Link with serious and Organised Crime (SOC) Fusion county wide work  Consider the implementation of an Additional Licensing Scheme for Wisbech to tackle poorly managed HMO’s | Reducing migrant exploitation within the housing sector including planning, Private Sector Housing & Housing Options | Existing resources  Ongoing  existing resources  Serious & organised Crime (SOC) Fusion |  | Housing & Communities Manager  Housing Options Team Leader  Housing Compliance Manager |
| 8.6 | Tackling rogue landlords | Take a proactive approach to tackling rogue landlords including action to prosecution where appropriate.  Areas of work include prosecution where appropriate. | Private sector housing market in Fenland free from exploitation, decent standard, well managed and safe homes | Existing resources paid for by fine income. |  | Housing & Communities Manager  Private Sector Housing Officers  Housing Options Team Leader  Operation Pheasant  Anglia Revenues Partnership – Fraud Team |
| 8.7 | Co-ordinate partners to share intelligence around rough sleepers to tackle the issue  (See 2.0) | Share intelligence between FDC Housing Options Team and partners (Police, Social Care, Ferry Project, Rosmini, Inclusion etc)  Joint partnership outreach work with Migrant Outreach  Worker and CGL drug and alcohol services  Support for night shelter development via Rough Sleeper Co Ordinator post  Map all reports of rough sleepers as part of RSI bid return  Promote Street-Link with members and the community | A coordinated and effective approach to tackling rough sleepers | DLUHC prevention grant |  | Housing & Communities Manager  Housing Options Team Leader  Rough Sleeper Co Ordinator  Ferry Project  CGL  Statutory & third sector partners  Op Luscombe |
| 8.8 | Develop protocols with partners to develop improved services for our customers (See 1.0) | Develop the following protocols across Cambridgeshire and Peterborough:   * Hospital Discharge and Housing * Substance misuse protocol | Timely response to housing and support solutions for our customers | Existing resources |  | Housing & Communities Manager  Housing Options Team Leader  Statutory Partners |
| 8.9 | Build continued awareness of Early Help and Adult Early Help and safeguarding services | Continue with training and awareness of safeguarding | Appropriate multi agency approach to customers’ needs | Cambridgeshire County Council |  | All Staff  Safeguarding leads  Members  Contractors  Volunteers |
| 8.10 | Deliver Changing Future programme  Including: | Training of frontline staff in understanding new systems and processes linked to a much quicker and better response in complex cases through the Changing Future programme.  Learning  co production  trusted person model  Trauma Informed practice  Increase the involvement of people with lived experience in shaping processes and procedures for our future clients. | Increased confidence of Front-Line staff to make the best case for appropriate Mental Health treatment | Existing resources |  | Assistant Director  H&CM  HO TL  RS Co Ordinator |
| 8.11 | Develop a clear process for supporting residents in supported housing in higher cost accommodation with transition into work, in a way that does not build up housing debts | No financial barriers to getting work when living in supported housing | Improved service to our customers | Anglia Revenues Partnership |  | ARP  HOTL  Clarion Housing |

## Objective 9 – Consultation

| **Number** | **Intervention** | **Task** | **Intended Outcome** | **Resources and Timescale** | **Progress** | **Lead** |
| --- | --- | --- | --- | --- | --- | --- |
| 9.0 | Provide comprehensive accessible consultation opportunities to customers and key stakeholders regarding policies and procedures and accessibility of our services | Capture feedback of Housing Options service on regular basis  Review comments compliments and complaints received – both informal or formal  Include opportunities to engage with people with lived experience to shape our services | Apply Customer Service Excellence approach to consultation | Existing resources |  | Housing Options Team Leader |
| 9.1 | Ensure that Private Sector Landlords are kept informed of changes in legislation and best practice | Work with Private Sector Landlords to ensure they are up to date with changes in legislation and best practice  e.g. Damp and mould  Develop website and press coverage to showcase advice to landlords  Engagement with private sector landlords to continue a good supply of well managed and maintained safe private rented homes to meet our housing objectives | Improved service to customers and quality of private rented accommodation increased | Existing resources |  | Housing Compliance Manager |