

REPORT TITLE: PREVENTING HOMELESSNESS AND ROUGH SLEEPING STRATEGY

18 SEPTEMBER 2019

REPORT OF CABINET MEMBER: Cllr Kelsie Learney Cabinet Member for Housing

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WARD(S): ALL

PURPOSE

The Homelessness Act 2002 placed a duty on Local Authorities to develop a strategy to prevent homelessness. The strategy should be formulated based on a comprehensive assessment and review of local homelessness within the District.

The Council's Preventing Homelessness and Rough Sleeping Strategy sets out the Council's key priorities for the next 5 years. The priorities and underpinning actions are set out in the Action Plan.

The Council's delivery of homelessness services has been recognised by the Ministry of Housing, Communities and Local Government as a 'Gold Standard' housing options service since 2017. Successes have included maintaining low levels of rough sleeping, no use of bed and breakfast for young people and families since 2012, against the national trend of increased use by other local authorities, and for robust partnership working within an established network of agencies.

These strengths place the Council in an excellent position to deliver the outcomes of the revised strategy over the next five years and of remaining a gold standard local housing authority.

RECOMMENDATIONS:

1. That Cabinet approves and formally adopts the Preventing Homelessness and Rough Sleeping Strategy 2019 – 2024.

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

- 1.1 Delivering quality housing options for all is one of the strategic outcomes for the Council.
- 1.2 In addition the priorities and accompanying action plan will also support the Council to achieve the 4th Council Strategy outcome to improve the health and happiness of the community.

2 FINANCIAL IMPLICATIONS

- 2.1 The delivery of homeless prevention services is supported by Government grants allocated specifically to help the Council fulfil its obligations under the national homelessness agenda.
- 2.2 The Council have had confirmed funding of the Flexible Homelessness Support Grant for 2019/20 of £154,479 for the purpose of supporting the Council toward the expenditure lawfully incurred by preventing and dealing with homelessness. A further £26,560 has been awarded as part of the New Burdens Funding associated with the Homelessness Reduction Act. The previously awarded Homelessness Prevent Grant is now received by the Council as part of core funding. Although the grant figures for future financial years have not been announced, by reporting quarterly returns the service demonstrates the need for continued funding.
- 2.3 The Council has co-commissioned provision to support the introduction of a Housing First project in the city (in line with the co-commissioning principals approved in report CAB3054 (HSG)). This service is co-commissioned with Hampshire County Council and solidifies the partnership and commitment to tackling homelessness in the district. The funding and new Housing First provision supports individuals to recover from crisis and meets our statutory duties to prevent and relieve homelessness under the Homelessness Reduction Act 2017.
- 2.4 In order to achieve the priorities of the strategy there will be a reliance on grant funding which is not guaranteed long term. The Council will need to ensure they remain committed to the prevention of homelessness agenda and use funding in a creative way to meet the needs of the district.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 A local housing authority has a duty under the Housing Act 1996 to secure that accommodation is available for eligible applicants who are homeless, in priority need and not intentionally homeless. Once the local housing authority is satisfied that a housing duty is owed, it may discharge its duties by making:
 - a) an offer of suitable accommodation under section 193 of the Housing Act 1996;
 - b) a final offer of suitable accommodation by way of allocation through Part 6 Housing Act 1996; or

- c) an offer of an assured shorthold tenancy with a private landlord (d) referring the applicant to another local housing authority.
- 3.2 The introduction of the Homelessness Reduction Act 2017 has increased the Council's obligations, which encourages local authorities to intervene at an earlier stage to prevent homelessness and to improve the provision of support to anyone who is eligible and homeless, regardless of priority need or intentional homelessness. The Act has also changed the timeframe so that "a person is threatened with homelessness if it is likely that he will become homeless within 56 days" instead of 28 days. The two additional duties introduced are as follows: a) the "Prevention Duty" where an authority has to take reasonable steps to help the applicant to secure that accommodation does not cease to be available'. i.e. prevent the threatened homelessness of anyone eligible (s4) b) the "Relief Duty" applies to all eligible people who are homeless, where the authority has to take reasonable steps to help the applicant to secure that suitable accommodation becomes available(S5)
- 3.3 The Homelessness & Rough Sleeping Strategy Action Plan includes the involvement of voluntary sector agencies that have been consulted during the course of the review and any relevant interested parties.
- 3.4 A services or works that are to be commissioned to meet the priorities set out in the Strategy will be undertaken in accordance with the Council's Constitution, Financial Procedure Rules and Contract Procedure Rules.
- 3.5 The introduction of this Strategy does not introduce any new statutory duties for the Council as the service works in accordance with the Homelessness Reduction Act 2017 and the Homelessness Act 2002.

4 WORKFORCE IMPLICATION

- 4.1 The intention is to prioritise existing staff time and resources with the Housing & Social Inclusion service as well as the time of partners to implement the strategy. Should it be identified in due course that additional staff resources are required; in the first instance consideration will be given to using temporary project/support resources from other relevant services. Should this not meet demand then consideration will be given to using grants provided by MHCLG for prevention of homelessness activities or identifying relevant funding opportunities that are made available. Consideration will need to be given to the fact that grant entitlement fluctuates year on year and cannot be relied upon as a consistent income stream.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 84-86 Sussex Street has historically been used as a homeless hostel as part of the Council's temporary accommodation stock. The purchase of Milford House, Christchurch Road from a Registered Provider in November 2016 enabled the Council to complete a review of its temporary accommodation stock. It was recognised that the Sussex Street homelessness provision was in need of refurbishment and that this provided an opportunity to reconsider its usage. The property has been converted into 12 self contained units of

accommodation to support the Preventing Homelessness and Rough Sleeping Strategy aim to provide bespoke accommodation for rough sleepers through a Housing First approach.

- 5.2 The Sussex Street provision has been empty for 18 months and will be brought back in to use this year through a lease arrangement with Two Saints a recognised supported housing provider.

6 CONSULTATION AND COMMUNICATION

- 6.1 The strategy has been developed in consultation with partner organisations and customers. An independent housing consultant was commissioned to review the current local systems and support in place to prevent homelessness and rough sleeping, canvassing views from a number of partner agencies, as well as meeting with individuals currently accessing local homelessness services.

- 6.2 Consultation was also undertaken with housing teams delivering the service and with customers accessing the services offered by the Trinity Day Centre and Winchester Churches Nightshelter.

- 6.3 Identified areas of continuous improvement within the strategy review process formed part of a consultation event held in January 2019, with local members and a network of partner agencies.

- 6.4 To further capture customer feedback a service questionnaire was circulated to both customers and local services.

- 6.5 The report and strategy has been reviewed and approved by the TACT support group. The group asked that this report notes the feedback provided in respect of local connection. That the strategy primarily concentrates support and assistance on local residents and not those that arrive from out of district.

- 6.6 The report and strategy has been reviewed and approved by the Business and Housing Policy Committee on 18 June 2019. Committee Members complimented officers in respect of the robust partnership working theme within the strategy and commitment to pursue co-commissioning opportunities of service delivery. The 'City Lets' ethical landlord offer was endorsed with encouragement to grow the scheme through the establishment of the housing company. The strategy has since been amended to reflect Committee feedback to reduce the number of aims and objectives within the 4 priority areas of the strategy to provide a more realistic framework of delivery.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 Improved housing environment for rough sleepers through a bespoke housing provision.

8 EQUALITY IMPACT ASSESSEMENT

8.1 The Council is required when exercising its functions to comply with the duty set out in section 149 of the Equality Act 2010, namely to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity between those who share a protected characteristic and those who do not, and foster good relations between those who share a protected characteristic and those who do not. An Integrated Impact Assessment was completed on 16th August 2019.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 Data sharing agreements and housing options privacy statements are in place in line with GDPR requirements.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property</i>		
<i>Community Support-</i> Failure to prevent homelessness and end rough sleeping across the district by 2023.	Partnerships in place to deliver shared objectives within the Preventing Homelessness & Rough Sleeping Strategy at both strategic and operational levels.	Increased partnership working and co-commissioning opportunities with stakeholders.
<i>Timescales</i> Failure to deliver the aims and objectives of the Preventing Homelessness & Rough Sleeping Strategy action plan within timelines.	Annual monitoring of the strategy action plan. Reviewing service trends and demands.	Opportunities to celebrate and publicise the successes of the Preventing Homelessness & Rough Sleeping Strategy.
<i>Project capacity.</i> Impact of changed local and national initiatives over the lifetime of the Preventing Homelessness & Rough Sleeping Strategy	Working closely with central government homelessness advisors. Reviewing sector trends.	Opportunity to positively enhance the Council's reputation through delivering of the strategy action plan.
<i>Financial / VfM</i> Failure to invest in homelessness services reducing the effectiveness of the Preventing Homelessness & Rough Sleeping Strategy. Government grants undetermined after this	Continued Corporate commitment to the prevention of homelessness agenda. Government grants/general fund prioritised to support the delivery of	Opportunities to maintain the Council's reputation and Gold Standard status by reducing homelessness and ending rough sleeping. Future funding

financial year.	homelessness services.	opportunities from Central Government through positive homelessness statistical returns.
Legal Failure to comply with statutory duties as outlined in the Homelessness Reduction Act (2017)	Regular training opportunities to ensure officer and service delivery comply with the HRA legislation. Robust policies and procedures.	Opportunities to maintain the Council's reputation and Gold Standard status by reducing homelessness and ending rough sleeping.
<i>Innovation-</i> Opportunity to reduce rough sleeping and homelessness through new strategy initiatives and a new 'housing First' provision.	Partnership working.	Opportunities to maintain the Council's reputation and Gold Standard status by reducing homelessness and ending rough sleeping.
<i>Reputation-</i> Failure to deliver the aims and objectives of the Preventing Homelessness & Rough Sleeping Strategy.	Annual monitoring of the action plan and regular review of strategic priorities.	Opportunities to celebrate and publicise the successes of the Preventing Homelessness & Rough Sleeping Strategy.
<i>Other</i>		

11 SUPPORTING INFORMATION:

11.1 BACKGROUND

11.2 The homelessness sector has been through significant change since the last Preventing Homelessness Strategy was published in 2014. Including the introduction of new legislation in 2017, in the form of the Homelessness Reduction Act (HRA). The biggest change in homelessness legislation in 40 years.

11.3 The HRA legislation placed new duties on local authorities to prevent and relieve homelessness for all eligible applicants regardless of priority need and brought new duties to prevent and relieve homelessness with 4 key measures:

- Extension of the definition of threatened with homelessness from 28 to 56 days
- A new duty to prevent homelessness for all eligible applicants threatened with homelessness, regardless of priority need.
- A new duty to relieve homelessness for all eligible applicants regardless of priority need, and

- A new duty to refer for specified public services to notify the LA if they come in to contact with someone who they believe may be at risk of homelessness.

11.4 In 2017, the Council's housing options service achieved the Government's Gold Standard award for its committed approach to preventing and tackling homelessness for all. The first local authority in the County and only the fifth nationally to achieve the award. At the same time the 2014 Preventing Homelessness Strategy set out the prevention aims of the Council's homelessness service which aligned with the government intentions within the new HRA legislation.

As a Council already working within the new legislative measures it was a welcome change which endorsed our strategic approach of early intervention and preventative work through a robust partnership working approach.

11.5 The new Preventing Homelessness and Rough Sleeping Strategy 2019 - 2024, continue to build on early intervention and preventative work with our network of partnership agencies. It also introduces the concept of co-production opportunities to enable those with lived experience of homelessness a voice in the way the Council plans and delivers its homelessness services.

11.6 The Preventing Homelessness and Rough Sleeping Strategy identify 4 key delivery priorities.

1. Provide early intervention and support to prevent homelessness.
2. Promoting systems change through partnership arrangements.
3. Ensuring sufficient supply of accommodation.
4. Provide the right support and services so that no one needs to sleep rough.

11.7 There is no single reason why someone can end up without a home. Often someone facing homelessness approaches the Council for housing assistance when they are at the end of their homelessness journey having suffered many crisis and interactions with other public bodies and voluntary sector services a long the way. The new Preventing Homelessness and Rough Sleeping Strategy remains committed to tackling the wider issues of homelessness through a multi agency person centered approach.

11.8 The Ministry for Housing, Communities and Local Government published its Rough Sleeping Strategy in 2018, with an ambition to halve rough sleeping by 2022 and eradicate it by 2027. The MHCLG expects all local authorities to have robust plans within their homelessness strategies to support its aim to eradicate rough sleeping.

11.9 In 2018, the Council introduced a multi agency Social Inclusion Group to bring together a network of senior decision makers to challenge established systems and to effect change. With an ambitious pledge to reduce rough sleeping in the Winchester City Centre by 2020 and to end rough sleeping within the Winchester district by 2023’.

11.10 The Preventing Homelessness and Rough Sleeping Strategy has a range of commitments to help those rough sleeping or at risk of doing so, through a model focused on prevention, early intervention and a rapid rehousing approach to recovery.

11.11 CONCLUSION

11.12 The Preventing Homelessness and Rough Sleeping Strategy clearly set out the practical ways the Council will achieve its aims and objectives. Including the Council’s commitment to continue to not use bed and breakfast accommodation for young people and families and to ensure that no one needs to sleep rough within the Winchester district by 2023.

11.13 The Council recognises that homelessness is a complex issue that cannot be solved by the Council alone. The Preventing Homelessness and Rough Sleeping Strategy will continue to build a stronger network of partnerships and services to help deliver its strategic priorities.

11.14 An effective Homelessness Prevention and Rough Sleeping Strategy and its action plan are key tools in helping to deliver our objectives in meeting the needs of the most vulnerable and excluded members of our community. By providing targeted help and support at the right time, right place and in the right way. Supporting people to maintain a stable home and preventing people becoming homeless in the first place.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 None as the Homelessness Act 2002 places a duty on Local Authorities to develop local strategies to prevent homelessness.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3054(HSG), THE FUTURE OF HOMELESSNESS SERVICES AND SUPPORT IN WINCHESTER, 4 JULY 2018

[CAB3054\(HSG\)](#)

BHP004, PREVENTING HOMELESSNESS & ROUGH SLEEPING STRATEGY, 18th JUNE 2019

[BHP004](#)

Other Background Documents:-

Journey to the Pledge, Karina Christiansen, Spirende Ltd October 2018

[Journey to the Pledge](#)

Homelessness Reduction Act (2017)

<http://www.legislation.gov.uk/ukpga/2017/13/contents>

APPENDICES:

Appendix 1 – Draft Preventing Homelessness & Rough Sleeping Strategy 2019-2024

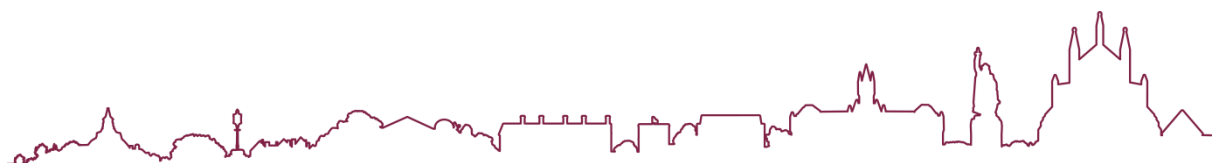
[Draft Preventing Homelessness & Rough Sleeping Strategy 2019-2024](#)

Appendix 2 – Preventing Homelessness & Rough Sleeping Action Plan 2019-2024

Appendix 1



Preventing Homelessness & Rough Sleeping Strategy 2019-2024



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Foreword by Portfolio Holder

Homelessness remains a constant theme in our work and the council remains committed to early intervention and preventing homelessness wherever possible through a network of partnership working.

This strategy clearly sets out the practical ways the council will achieve its aims and objectives including the council's corporate commitment to not use bed and breakfast accommodation and to ensure that no one needs to sleep rough within the Winchester district by 2023.

An effective Homelessness Prevention and Rough Sleeping Strategy and its Action Plan are key tools in helping to deliver our objectives in meeting the needs of the most vulnerable and excluded members of our community by providing targeted help and support to enable them to prevent homelessness and sustain tenancies

We have seen an upturn in approaches for housing advice and assistance from people facing homelessness and officers are focussing a great deal of attention on delivering an effective package of preventative measures a key part of our approach in tackling the causes of homelessness.

A focus by officers on early intervention work avoids the need to take corrective action later and deliver's more efficient and cost effective homelessness prevention services. There are clear proven cost benefits to developing preventative services rather than relying on expensive and reactive emergency provision such as bed and breakfast and other temporary accommodation.

In 2018, a strategic multi agency Social Inclusion Group was introduced to bring together a network of senior decision makers to effect established system changes and reduce duplication of effort, ensuring the prevention of homelessness is central to all our partners work.

When someone facing homelessness approaches the council for housing assistance they are often at the end of their homelessness journey having suffered many crisis and interactions with other public bodies and voluntary sector services a long the way.

Our strategic aim is that agencies work together and in partnership to support those at risk of homelessness. Together we need to think about how we can prevent all households from reaching a crisis point that results in homelessness and in some cases the need to sleep rough. We need to ensure that every contact we make with vulnerable households' makes a difference bringing together all our skills and resources to prevent homelessness and rough sleeping.

We know we can not solve all the issues alone and that homelessness is a complex issue and is not always solved by simply putting a roof over someone's head and as such we will continue to build a stronger network of partnerships and services to help deliver our strategic vision.

We strongly believe that our strategic theme of early intervention and prevention work, supported by our network of partners and local communities will ensure we find positive ways to support people to maintain a stable home and prevent people becoming homeless in the first place

Since the previous Homelessness Strategy the following significant outcomes have been achieved.

- Gold Standard award for the Housing Options team.
- No bed and breakfast placements for young people and families
- Maintained low level rough sleeping numbers.
- Introduced a 'City Lets' scheme as an alternative and ethical private landlord offer to help people in housing need secure private rented accommodation
- Co-commissioned homelessness services in partnership with Hampshire Country Council and Registered Providers.
- Increased the supply of supported housing units.
- Increased the supply of Council owned affordable housing and delivery of an Extra Care scheme.
- Established a co-commissioned assertive outreach team to identify and support people rough sleeping at the earliest opportunity.
- Established a strategic multi agency Social Inclusion Group (SIG) to effect system change across partnership working opportunities.
- Become a member of the MEAM (Making Every Adult Matter) charitable network.
- Embedded the Supporting Families programme within Housing Services.
- Co-location of Citizens Advice within the Council Offices
- Introduced a discretionary Disabled Facilities Grant programme to keep people living with disabilities in their own home.
- Produced an Empty Homes Strategy and a register of empty homes offering support to property owners to bring homes back in to use.
- Exceeded the government's local target to accommodate and settle vulnerable Syrian Refugees.

The Preventing Homelessness and Rough Sleeping Strategy Delivery Priorities.

- 1. Provide early intervention and support to prevent homelessness.**
- 2. Promoting systems change through partnership arrangements.**
- 3. Ensuring sufficient supply of accommodation.**
- 4. Provide the right support and services so that no one needs to sleep rough.**

Cllr Kelsie Learney
Winchester City Council
Portfolio Holder for Housing

Introduction

The homelessness sector has been through significant change since the last Preventing Homelessness Strategy was published in 2014. This includes the introduction of new legislation in 2017, in the form of the Homelessness Reduction Act, the biggest change in homelessness legislation in 40 years.

The impact of welfare reform has resulted in many more people being at risk of homelessness. Frozen Local Housing Allowance rates have reduced access to the private rented housing sector for vulnerable households.

Homelessness is a complex issue that cannot be solved by one organisation alone with a range of social and economic factors contributing to the causes of homelessness. Many of these issues are not housing related. Childhood trauma has been linked to drug and alcohol abuse in later life as well as domestic abuse and mental health issues often leading to homelessness and rough sleeping.

The impact of homelessness can be devastating and damaging with long term consequences for those affected. The Council is committed to tackling the causes of homelessness, to prevent and reduce homelessness and end rough sleeping within the Winchester district by 2023. 'Delivering quality housing options' is a key strategic outcome and corporate commitment within the Council strategy with an objective 'To drive down homelessness across the district and support partner agencies in the drive for an improved life for those in need'.

The new Preventing Homelessness and Rough Sleeping Strategy 2019-2024, will continue to build on early intervention and preventative work through our network of partnership agencies. It also introduces the concept of co-production an opportunity to enable those with lived experience of homelessness to be heard and to contribute to the way the Council plans and delivers its homelessness services.

Winchester is an attractive district with a strong economy and varied cultural life but there are also inequalities of both health and wealth. The revised strategy explores joint working collaboration opportunities through a systems change approach to tackle the complex issues of homelessness.

The updated strategy clearly sets out the practical ways the Council will achieve its aims and objectives. This includes the Council's commitment to continue to not use bed and breakfast accommodation for young people and families and to ensure that no one needs to sleep rough within the Winchester district by 2023.

A homeless review and assessment of local homelessness was undertaken to identify key issues and trends. The Homelessness Review Report is found on the Council's website. The report includes consultation undertaken to inform the 4 key strategic delivery priorities.

Our vision

Everyone within the district receives meaningful advice to prevent homelessness and access to services to ensure that no one needs to sleep rough.

Our vision and the strategy focus on 4 key delivery priorities:

- Provide early intervention and support to prevent homelessness.
- Promoting system change through partnership arrangements.
- Ensuring sufficient supply of accommodation.
- Provide the right support and services so that no one needs to sleep rough.

The key priorities align with the introduction of the Homelessness Reduction Act 2017, which encourages local authorities to intervene at an earlier stage to prevent homelessness and to improve the provision of support to anyone who is eligible and homeless, regardless of priority need or the reason for homelessness.

The need for an effective and collaborative approach to tackling homelessness and its root causes is embedded within our strategic vision through partnership working opportunities.

The Council introduced a multi agency Social Inclusion Group in 2018, to bring together a network of senior decision makers to challenge established systems and to effect change. With an ambitious pledge to reduce rough sleeping in the Winchester City Centre by 2020 and to end rough sleeping within the Winchester district by 2023.

To support the work of the Social Inclusion Group the Council became a member of the MEAM (Making Every Adult Matter) charitable network last year in recognition of the Council's development of local partnership working. Our vision is to further develop a collaborative problem solving approach to tackling the root causes of social problems associated with homelessness.

Progress delivery of the Preventing Homelessness Strategy 2014-19

In 2017, the Council's housing options service achieved the Government's Gold Standard award for its committed approach to preventing and tackling homelessness for all. The Council was the first local authority in the County and only the fifth nationally to achieve the award.

The 2014 Preventing Homelessness Strategy underpinned the award with its early intervention and prevention plans for the Council's housing options service. The aims and objectives of the strategy were set out and aligned with the governments 'Gold Standard' qualifying criteria. Providing advice and assistance to all at risk of homelessness regardless of whether they met the Housing Act 1996, tests of homelessness. This positive approach meant that the Council was in an excellent position to deliver the new Homelessness Reduction Act 2017, enacted in 2018.

The Homelessness Reduction Act placed new duties on local authorities to prevent and relieve homelessness for all eligible applicants regardless of priority need and brought new duties to prevent and relieve homelessness with 4 key measures:

- Extension of the definition of threatened with homelessness from 28 to 56 days.
- A new duty to prevent homelessness for all eligible applicants threatened with homelessness, regardless of priority need.
- A new duty to relieve homelessness for all eligible applicants regardless of priority need.
- A new duty to refer for specified public services to notify the LA if they come in to contact with someone who they believe may be at risk of homelessness.

Through our strategy work we have maintained and introduced the following headline achievements:

- No bed and breakfast placements for young people and families since 2012.
- Maintained low levels of rough sleeping numbers.
- Improvement of the Council's temporary accommodation stock.
- Increased supply of supported housing units.
- Accommodated families through the Councils 'City Lets' ethical landlord Private Rented Housing offer.
- Established a multi agency Universal Credit project group to mitigate the roll out of UC across the district.
- Embedded partnership working within our service delivery.

Further details in respect of strategic achievements are listed within the Member Foreword.

Consultation and Communication.

The strategy has been developed in consultation with partner organisations and customers. An independent housing consultant was commissioned to review current local systems and the support in place to prevent homelessness and rough sleeping. Canvassing views from a number of partner agencies, as well as meeting with individual's currently accessing local homelessness services.

The scope of the report was based on 5 priority areas.

- The current situation in relation to homelessness and rough sleeping by canvassing views from internal council staff and managers, partner agencies, and individuals currently within the system.
- Understanding the part partner agencies play and their strengths, values and assets.
- Identify what systems need reviewing.
- Identify outcomes that individuals /organisations are seeking.
- Identify who has the potential and desire to champion, advocate and lead.

Consultation was also undertaken with housing teams delivering the service and with customers accessing the services offered by the Trinity Day Centre and Winchester Churches Nightshelter.

Identified areas of continuous improvement within the strategy review process formed part of a consultation event held in January 2019, with local members and a network of partner agencies.

To further capture customer feedback a service questionnaire was circulated to both customers and local services.

The Strategy and its identified priorities have been reviewed by a Council Member lead Business and Housing Policy committee.

The Council's tenant participation group 'Tenants and Council Together' (TACT) were consulted on the final draft of the strategy.

Delivering the 2019-2020 Preventing Homelessness and Rough Sleeping Progress

The Council's delivery of homelessness services has been recognised by the Ministry of Housing, Communities and Local Government as a 'Gold Standard' housing options service since 2017. Successes have included maintaining low levels of rough sleeping, no use of bed and breakfast for young people and families since 2012, against the national trend of increased use by other local authorities, and for robust partnership working within an established network of agencies.

These strengths place the Council in an excellent position to deliver the outcomes of the revised strategy over of the next five years and of remaining a best practice local housing authority.

Reducing homelessness and rough sleeping through early intervention and preventive work across the Winchester district remains a key delivery priority within the strategy. However, finding lasting change and effective solutions will require a systems change approach to address the root causes of social problems associated with homelessness.

The multi agency Social Inclusion Group has been introduced in an attempt to effect change of practices within local agencies through a joined up collaborative approach. We need to work together in partnership to map local systems, understand the needs of our customers and available assets, foster a learning culture and share leadership responsibilities. This strategy fully adopts such a new way of working. The alternative is to continue to simply mitigate challenges and contribute to future system failures for those at risk of homelessness and rough sleeping on our streets.

A focus on early intervention work is a theme throughout the strategy building on the delivery progress of the 2014-19 strategy. It is proven that an early intervention approach avoids the need to take corrective action later and delivers more efficient and cost effective homelessness prevention services. There are clear proven cost benefits to developing preventative services rather than relying on expensive and reactive emergency provision such as bed and breakfast and other temporary accommodation.

Since the implementation of the Housing Reduction Act 2017, the footfall to the housing options service has seen a slight increase with 1,494 enquiries in 2017/18, increasing to 1,641 in 2018/19. Accepted homeless cases saw a slight increase too from 36 cases in 2017/18 compared to 40 in 2018/19. These small increases in service delivery demonstrates that the Council continues to build on its early intervention and prevention work. Avoiding the use of costly emergency and temporary accommodation placements and only accepting the main housing duty in a small number of cases.

The Council will continue in its quest to maintain nil use of unsuitable bed and breakfast for young people and families. A pledge made and maintained since 2012.

This strategy fully embraces the introduction of a rapid rehousing approach to recovery for those found sleeping rough. An approach that aligns with the Ministry for Housing, Communities & Local Government published Rough Sleeping Strategy. The Council is already proactive in this area of work and as such continues to maintain low numbers of rough sleeping within the City Centre through a model focused on early intervention and prevention supported by a proactive 5 day a week outreach service. The outreach service will continue to be a focus of support through a robust and new improved partnership outreach service which will increase outreach times to cover evenings and weekends.

To support the rapid rehousing approach the Council has co-commissioned provision to support the delivery of a Housing First project within the City Centre in partnership with Hampshire County Council which solidifies the partnership working theme of this strategy.

The funding and new Housing First provision will support individuals to recover from crisis and meets the Council's statutory duties to prevent and relieve homelessness under the Homelessness Act 2017.

Strategic Priorities & Objectives

1. To provide early intervention and support to prevent homelessness across the district

- Providing early intervention opportunities to prevent and relieve homelessness through the frontline housing options triage service.
- Developing a holistic person centered approach to all housing options assessments. Enabling access to the service through flexible approaches such as home visits, accessible offices, assertive outreach team and drop in surgeries.
- Explore opportunities to prevent future homelessness from occurring through education programmes in schools, family projects, and care leaving teams. Develop pre eviction protocols with social housing landlords through the promotion of early intervention work and support.
- Develop lead housing officers to champion housing options and support for bespoke groups. Such as victims of domestic abuse, young care leavers, people suffering mental illness and those with complex needs. Prison leavers and those leaving hospital with no housing in place.
- Establish a community in house tenancy sustainment and floating support service across all tenures. An identified need and gap in service delivery following local funding cuts.
- To explore all grant funding opportunities to support the work of the strategy.
- Working with partner agencies and the voluntary sector to support the implementation of the 'Duty to Refer' through robust referral opportunities and joint service level agreements.

2. Promoting systems change through partnership arrangements

- Promoting district wide systems of change through the multi agency Social Inclusion Group. Increasing membership of the group, targeting gaps in attendance and joint funding opportunities.
- Establishing the Winchester District as a Make Every Adult Matter (MEAM) approach area. To design and deliver better coordinated services as a partnership. Delivering on whole systems change through an early intervention, prevention and recovery focused model.
- Explore opportunities to engage with physical and mental health services to provide positive interventions to reduce crisis through joint working practices.
- Attend the Hampshire wide 'Keep Well Collaborative' to deliver services in partnership with Health and Social Care.
- Reduce duplication of effort through the Social Inclusion Group. Ensuring optimal and effective deployment of resources, assets and skills (right people, right place, and right time) by mapping and carrying out a review of local homelessness services.
- Promoting and achieving safe and thriving civic space to be enjoyed by all (reduce ASB, Crime and vulnerability, raise public awareness, and increase safeguarding).
- To engage with Expert Link to coordinate a local network group containing professionals and those with lived experience to identify local priorities and find sustainable solutions, developing co-created systems and services in partnership.

3. Ensuring sufficient supply of accommodation

- Explore joint commissioning and funding opportunities with partner organisations to increase the supply of housing provision for vulnerable households.
- Increase the supply of local move on accommodation for vulnerable households.
- Introduce a housing company to drive forward the development of mixed tenure affordable housing options across the district.
- Provide an effective, fair and transparent process to access affordable social housing.
- Apply a rapid re-housing response to rough sleeping through a renewed assertive outreach service.
- Establish a Housing First led model of housing provision for those with multiple needs excluded from mainstream accommodation.
- Expand the City Lets scheme through a communication plan to increase the numbers of landlords participating in the scheme.
- Work with our Private Sector Housing team to bring empty properties back into use.
- Introduce a Landlords Forum.
- Promote independence and support the creation of accessible homes for people living with disabilities and those with support needs access to the accommodation and support they need.
- Review the Council's Older Persons Housing Strategy to enable those with care and support needs to have a choice of suitable and affordable accommodation.
- Work in collaboration with partner agencies to ensure those leaving supported housing will be tenancy ready and can successfully sustain move on accommodation.
- Support residents with the impact of welfare reform.
- Work with the Council's New Homes Delivery team, developers and Registered Providers to increase a supply of suitable and affordable housing options.
- Pursue co-commissioning of Homelessness Support Services in partnership with Hampshire County Council.

4. Provide the right support and services so that no person needs to sleep rough in Winchester.

- Develop support services which are led by an individual's strengths and needs to promote positive engagement and a pathway out of rough sleeping.
- Review the outreach provision to ensure support is targeted to meet the needs of those sleeping out for the first time, those returning to the streets and for single women rough sleeping.
- Promote the MEAM approach bringing together good will, passion and business objectives of services through the Social Inclusion Group. Identify clear joint aims and a framework of support.
- Develop a local peer mentoring support service for those working towards recovery.
- Embed trauma informed principles within staff work practices through an established framework and staff training opportunities.
- Explore the role of local 'navigators' to support different forms of innovative interventions to assist people out of rough sleeping.
- Capture and evaluate outreach intelligence and identify early indicators of rough sleeping to prevent street attachment.
- Reduce street activity through a communication plan and promotion of the alternative giving scheme 'Spare Change for Lasting Change'.
- Engaging members of the public, Council employees and the business community to support those at risk of rough sleeping through increase promotion of the national Street Link service to help identify rough sleeping and hot spots.

Links to other Council Strategies and Polices

The strategy should be considered within context of a range of other housing strategies and policies which are inter-dependent.



Other strategies and polices considered as part of the development of the Strategy.

Strategic Content

The Council Strategy 2017 to 2020

The Housing Strategy 2018 to 2023

National Context:

The Ministry for Housing, Communities & Local Government Rough Sleeping Strategy 2018

The Homelessness Reduction Act 2017

The Childrens Act 2004

The Localism Act 2011

The Challenges

Winchester offers a wide range of homelessness services across commissioned and voluntary agencies. Often a quick fix of putting a roof of someone's head is the desired solution. However, without the right housing offer and support in place this can instead continue the cycle of failed tenancies and repeat homelessness. Identifying and understanding many of the broader social and economic challenges is crucial to the delivery of this strategy, to enable sustainable and long term housing and support solutions. Among the key challenges are:

Affordability: The district has a high quality housing market with average housing prices significantly exceeding both the Central and South Hampshire market areas. The average household incomes in Winchester fall considerably short of the minimum income required for both purchasing and renting on the open market. An average Winchester home costs £402,000, with an income of £60,000 required to buy a property (11 times the average income) for a Winchester resident. Reducing realistic housing options for many and resulting in more households finding they are living in unsuitable accommodation.

Housing Need: Demand for social housing remains high, with 1278 households on the housing register. One bedroomed accommodation remains the highest demand with 802 households in housing need (as at April 2019). During 2018, 581 properties were let across the district.

Private Rented Sector: There are fewer homes within the sector that are affordable for households on lower incomes facing homelessness. The gap between Local Housing Allowance and the average rent has significantly grown over the years. Around 40% of residents do not have the means to rent a two bedroomed property with the average monthly rent of £1,196 per month.

Move on accommodation: Lack of affordable move on accommodation from supported housing provision.

Funding cuts: Homelessness Support Services provided by Hampshire County Council will be reduced by £1.8 million, the potential change to services as a consequence is a reduction in spend on lower level and move on supported housing and community support. This will mean that those with less critical support needs will need to seek help from alternative sources with changes taking effect this year from 1st August 2019.

Welfare Reform: An increase in evictions due to the viability of some households being able to remain living within the private rented sector. The Social Sector Size Criteria and Universal Credit have contributed to increasing social housing rent arrears causing barriers for households to sustain and secure accommodation.

Government Funding Grants: The delivery of the strategy remains reliant on central government homelessness grants which are reviewed and awarded on an annual basis affecting the ability to forecast budget income and expenditure to achieve the strategy aims and objectives.

Resources

The delivery of homeless prevention services is supported by Government grants allocated specifically to help the Council fulfil its obligations under the national homelessness agenda.

The Council have had confirmed funding of the Flexible Homelessness Support Grant for 2019/20 of £154,479 for the purpose of supporting the Council toward the expenditure lawfully incurred by preventing and dealing with homelessness. A further £26,560 has been awarded as part of the New Burdens Funding associated with the Homelessness Reduction Act.

The previously awarded Homelessness Prevent Grant is now received by the Council as part of core funding. Although the grant figures for future financial years have not been announced, by reporting quarterly returns the service demonstrates the need for continued funding.

The Council's temporary accommodation stock sits within the Housing Revenue Account. Expenditure associated with the provision is recovered through the Council's rental and service charge regime.

The delivery of the strategy is supported by corporate and housing grant funding opportunities. 2019/20 grant has been allocated to the CAB to support UC claimants to navigate the application process, sustaining tenancies, reducing the risk of evictions and empowering claimants to take ownership of their UC benefit. Grants are awarded to the Trinity Day Centre and Winchester Nightshelter to support the Council's rough sleeping pathway and aim to eradicate rough sleeping.

Discretionary Housing Payments (DHP) receives a £100,000 top-up grant from the Council's Housing Revenue Account. Providing our customers with short term financial assistance to sustain tenancies and reduce the threat homelessness. The award is reviewed annually and agreed depending on budgetary demands.

A successful joint North Hampshire bid submission secured a rough sleeping Initiative grant of £204,500 across North Hampshire (Winchester, Hart, Rushmoor and Basingstoke). The grant will provide training and reflective practice for staff and 1:1 therapy sessions for clients at risk of homelessness through an 18 month programme.

A further successful joint bid submission in partnership with Test Valley Borough Council secured a Private Rented Sector Access Fund of £177,000. The funding will enhance the current City Lets scheme through the provision of a tenant and landlord liaison officer. The Officer will work directly with the DWP to trouble shoot welfare benefit issues and provide tenancy ready programmes for vulnerable households at risk of homelessness through an 18 month programme.

Monitoring and Review

This strategy is for a five year term but will be reviewed annually to ensure it remains relevant and responsive to change. Some of the objectives and actions in this strategy are short term and will be achieved quickly. Others will take longer to realise.

It is important to understand that there are many outside influences that mean the needs of our communities will change over time. The Preventing Homelessness and Rough Sleeping Strategy must respond to these changing trends and needs as they arise.

Publication

A copy of the Preventing Homelessness and Rough Sleeping Strategy 2019-24 is available on the Council's website www.winchester.gov.uk and upon request as a hard copy at the Council's offices. Any request for versions in Large Print and Braille should be made in writing to:

Housing Services
Winchester City Council
City Offices
Colebrook Street
Winchester
SO23 9LJ

Email: homelessness@winchester.gov.uk

Appendix 2



Preventing Homelessness & Rough Sleeping

2019 - 2024 Action Plan

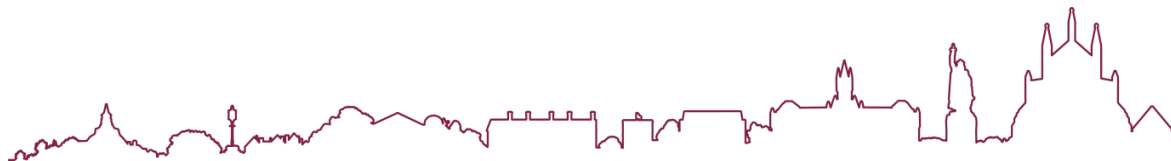
The Preventing Homelessness & Rough Sleeping Strategy is a working document which will be monitored through the multi agency Social Inclusion Group with the Council taking overall responsibility for any amendments or updates.

The Council will continue to review and consult on the effectiveness of the strategy to ensure it remains relevant and responsive to change.

The annual Housing Options business plans will be reviewed to ensure they align with the aims and objectives of the strategy and action plan.

The strategy and action plan covers a five year term some of the objectives and actions are short term and will be achieved quickly. Others will take longer to realise.

It is important to understand there are many outside influences that mean the needs of our communities will change over time. The Preventing Homelessness and Rough Sleeping Strategy action plan must respond to the changing trends and needs as they arise



1. Provide early intervention and support to prevent homelessness across the district

When will we do it by?	Who will monitor this and who will deliver this?	Resources needed	Tasks/Steps	Target	Outcome
April 2020 Ongoing and reviewed annually	Housing Options Manager & Housing Options Team	Existing resources	Maintain the frontline housing options triage service, providing early intervention opportunities to prevent and relieve homelessness.	Provide training and resources to officers to ensure they are equipped to carry out their duties under the Homelessness Reduction Act 2017.	Increase in prevention and relief outcomes for customers and an overall reduction in homelessness. High customer satisfaction.
September 2020	Housing Options Manager	Existing resources	Develop a holistic, person centred approach to housing options assessments.	Officers undertaking person centred housing options interviews. Producing achievable personalised housing plans.	Best practice approach adopted. Shared learning opportunities with partners.
April 2022	Housing Options Manager & Strategic Housing Manager	Existing resources Alternative grant funding streams	Explore opportunities to prevent future homelessness from occurring through education programmes in schools, family projects, care leaving teams etc.	To ensure individuals are aware of the realities of homelessness and have opportunities to develop skills and resilience to mitigate the risk of homelessness.	Increase prevention opportunities & Housing options for young people.
September 2021	Housing Options Manager and all	Existing resources	Develop pre-eviction protocols with social	Early intervention for customers at risk of	Reduction in evictions from social

	partners		housing landlords to promote early intervention and support for those tenants at risk of losing their homes	homelessness.	housing tenants and those tenants successfully sustaining their tenancies.
September 2022	Housing Options service & identified partners	Existing resources Explore grant funding opportunities with at risk groups such as Armed Forces. Domestic Abuse.	Develop lead officers for identified specified groups at risk of homelessness.	Housing Officers to become leads and point of contact for individual identified groups such as Domestic Abuse, Armed Forces to increase prevention opportunities through increased knowledge and best practice	Reduction in crisis approaches for individual groups Prevention of homelessness for identified groups.
April 2020	Social Inclusion Service	Existing resources & FHSG	To introduce a tenure blind floating support service to sustain tenancies or secure appropriate alternative accommodation to reduce and prevent homelessness.	To provide a robust support service in light of the reduction of the funding available for Social Inclusion community support services from August 2019.	Reduction in evictions from social housing, including those in temporary/supported housing and social housing tenancies due to tenancies being sustained. Reduction in rough sleeping. Reduction in footfall through the housing options duty service,
April 2020 and ongoing	Housing Options Manager, Strategic Housing Manager and partner	Existing resources & members of SIG	To explore all grant funding opportunities to support the work of the strategy	To ensure the service maintains appropriate levels of funding to meet demand and	Good level of service maintained, new initiatives identified by the Social

	agencies			carry out preventative activities.	Inclusion Group achievable due to additional funding.
September 2019 and reviewed annually	Housing Options service and key partner agencies	Existing resources	Regularly engage with relevant statutory services to promote the pathway for referrals under the Duty to Refer	To ensure timely referrals are made in to the Housing Options service by those statutory services who have a duty to refer to provide early intervention opportunities.	Reduction in crisis approaches. Increase in households prevented from becoming homeless. Reduction in rough sleeping.

2. Promoting systems change through partnership arrangements

When will we do it by?	Who will monitor this and who will deliver this?	Resources needed	Tasks/Steps	Target	Outcome
April 2021	Housing Options Manager, Strategic Housing Manager, Neighbourhood Services and partners of the Social Inclusion Group	Existing resources, future funding opportunities to develop systems change.	Promoting district wide systems change through the multi agency Social Inclusion Group. Increasing membership of the group, targeting gaps in attendance and joint funding opportunities.	Consistent membership from relevant agencies to ensure we can tackle and address any gaps in systems and identify better ways of working to support individuals in a person centred way.	Achieving the Council's pledge to ensure no one needs to sleep rough in the City by 2023.
April 2021	Strategic Housing Manager, key partners	Existing resources, officer time. However future funding opportunities may need to be explored.	Become an established MEAM approach area, to design and deliver better co-ordinated service as a partnership. Delivering on whole systems change through an early intervention, prevention and recovery focused model.	Record appropriate data to evidence outcomes and continue to promote the SIG and Tactical group to all relevant partners. Supporting the work of the MEAM network to inform local and national policy.	Reduction in those rough sleeping/vulnerably housed/street attached not accessing appropriate support services.
April 2022	Housing Options Manager, Strategic Housing Manager & key	Explore funding streams through CCG	Explore opportunities to engage with both physical and mental health services to	Improve access to support services to reduce crisis interventions by	Reduced crisis intervention.

	partners		provide interventions to prevent crisis where possible, through joint working practices.	attending the Keep Well Collaborative and High Intensity User Group. Ensure individuals can access the right support at the right time.	
April 2020	Housing Options service & key partners	Existing resources	Reduce duplication of effort through the Social Inclusion Group. Ensuring optimal and effective deployment of resources, assets, and skills (right people, right place and right time) by mapping and carrying out a review of local homelessness services	Clear understanding of the roles and responsibilities of each agency. Good communication between agencies to discuss new ideas and learning from elsewhere.	Appropriate sign posting to support services. Improved customer journey with appropriate support from appropriate services. Reduction in customers getting stuck in systems at transitional phases.
April 2021	Housing Options service, Neighbourhood team, Police and partners in attendance at the Tactical Group and SIG.	Existing resources	Promoting and achieving safe and thriving civic space to be enjoyed by all (reduce ASB, Crime and vulnerability, raise public awareness and increase safeguarding).	Exploring approaches to tackle street attachment to best engage with those who come in to contact with a wide range of services.	Reduction in incidents of begging and ASB being reported.
September 2022	Housing Options service	Existing resources	Promotion of co-produced service, recognising the	Expansion of co-production in reviewing systems.	Positive engagement with those facing homelessness who

			benefit of involving those with lived experience in reviewing services and pathways.	Introduction of peer mentoring to increase engagement for those with complex needs.	are unable to engage in current services.
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3. Ensuring a sufficient supply of accommodation

When will we do it by?	Who will monitor this and who will deliver this?	Resources needed	Tasks/Steps	Target	Outcome
April 2022	Housing Options Service	Existing resources Grant funding opportunities HCC funding	Explore joint commissioning opportunities with partner organisations to increase the supply of housing provision for vulnerable households	Partnership working to explore the potential for further provision of accommodation as informed by the Tactical group and SIG.	Appropriate housing options for vulnerable households.
September 2022	Housing Options Service	Existing resources	Increase the supply of local move on accommodation for households who have successfully completed their housing pathway,	Identified gaps in current provision being addressed.	Provision of suitable move on accommodation. Reduction in repeat homelessness.
April 2021	Housing Service	Existing resources	Introduce a housing company to drive forward the development of mixed tenure affordable housing options across the district.	Access to the scheme to increase the provision of housing in the District to develop mixed tenure accommodation.	Increased provision of accommodation.
September 2020 and reviewed	Housing Allocations Team, Housing Options,	Existing resources	Provide an effective, fair and transparent process to access	Ensuring customers are well informed of the process and	Improved customer journey and reduction in

annually.	HHC partners		affordable social housing.	administration of HHC applications to manage expectations.	complaints.
September 2020	Housing Options service & commissioned partners	Existing resources	Apply a rapid re-housing response to rough sleeping through a refreshed assertive outreach provision and Housing First led model for those with multiple needs.	Ensuring providers are flexible with their criteria for customers accessing accommodation. Taking a person centred approach to ensure positive engagement.	Reduction in rough sleeping numbers.
September 2021	Private Sector Housing Team & Housing Options Team	Existing resources & potential grant opportunities Corporate communication services	Expand the City Lets scheme through a communication plan to increase the number of landlords participating in the scheme.	Increase of suitable and affordable properties available in the private rented sector.	Reduction in homeless duties accepted.
September 2021	Private Sector Housing Team	Existing resources Funding opportunities for empty homes	Work with our Private Sector Housing team to bring empty homes back into use.	By identifying empty properties and engaging with owners, overcoming the reasons for the property being unoccupied and available to those in housing need.	Increase in properties available for those in housing need.
September 2021	Private Sector Housing	Existing resources	Introduce a landlords forum.	To engage with more landlords in the PRS.	Increased number of landlords willing to let properties via the City Lets scheme.
April 2022	Private Sector	Existing	Promote	To ensure	Reduction in

	Housing	resources	independence and support the creation of accessible homes for people living with disabilities and those with support needs access to the accommodation and support they need.	accommodation is suitable for an individual needs and avoid the need to move where possible.	hospital admissions and bed blocking.
September 2020	Housing Service	Existing resources	Review the Council's Older Persons Housing Strategy to enable those with care and support needs to have a choice of suitable and affordable accommodation.	Increasing the housing options available for those deemed to be 'older persons' in recognition of the ageing population.	Broader housing options for older persons to meet the ageing population.
2023	Housing Options Service & relevant partners	Existing resources	Work in collaboration with partners to ensure that there are suitable housing options for those leaving supported or temporary accommodation and they are tenancy ready.	Successful move on for those leaving supported housing by ensuring there is a variety of move on options to suit the customer.	Robust pathway in place. Reduction in repeat homelessness for this client group.
September 2021	Tenancy Sustainment Team, Strategic Housing Manager and Landlord Services.	Existing resources	Mitigate the impact of welfare reform through the provision of a toolkit of services	To ensure customers are supported with welfare benefits to sustain tenancies.	Increase in prevention of homelessness for those customers affected directly by welfare reform.
April 2020	Housing	Existing	Work in partnership	Ensure new	

<p>ongoing</p>	<p>Allocations Team, Housing Options Manager, New Homes</p>	<p>resources</p>	<p>with the New Homes team and Service Leads to ensure there is a clear understanding of what is affordable for those registered for housing.</p>	<p>development proposals meet the local housing need.</p>	<p>Decrease in waiting times for social housing.</p> <p>Local housing need met resulting in overall reduction in homelessness.</p> <p>Move on from supported accommodation more viable.</p>
<p>September 2019 and ongoing</p>	<p>Housing Options Manager, Strategic Housing Manager and HCC</p>	<p>Existing resources HCC Social Inclusion funding</p>	<p>Pursue co- commissioning of Homelessness Support Services in partnership with Hampshire County Council</p>	<p>Partnership commissioning of services to bring together knowledge and expertise (and pool resources) to provide innovative homelessness services.</p>	<p>Reduction in rough sleeping. Increase in tenancy sustainment.</p>

4. Provide the right support and services so that no person needs to sleep rough in Winchester

When will we do it by?	Who will monitor this and who will deliver this?	Resources needed	Tasks/Steps	Target	Outcome
April 2021	Tenancy Sustainment Service, Housing Options Team, Strategic Housing Manager, Housing Options Manager	Existing resources and committed extra spend.	Develop support services which are led by an individual's strengths and needs to promote positive engagement and a pathway out of rough sleeping.	Individuals to receive tailored support suitable for their needs.	Reduction in rough sleeping and repeat homelessness.
April 2020	Strategic Housing Manager, Outreach Worker and partners	Existing resources.	Review the outreach provision to ensure support is targeted to meet the needs of those sleeping out for the first time, those returning to the street and for single women rough sleeping.	Robust outreach service that is flexible to demand and need.	Increased engagement with those rough sleeping.
April 2020	Strategic Housing Manager, key partners	Existing resources	Promote the MEAM approach bringing together good will, passion and business objectives of services through the Social Inclusion Group. Identify clear joint aims and a framework	Improved partnership working, identifying gaps in service and changes to the systems in place.	New provision/services for those having the biggest social impact

			of support.		
September 2020	Housing Options service	Existing resources Rough Sleeper Initiative funding	Embed trauma informed principles within staff work practices through an established framework and staff training opportunities.	Staff to be trained and support to incorporate principles in day to day work.	Increased engagement with hard to reach client and more appropriate outcomes for those with multiple needs.
April 2020	Outreach services, Strategic Housing Manager, key partners	Existing resources	Capture and evaluate outreach intelligence and identify early indicators of rough sleeping to prevent street attachment.	No first night out model to be adopted. Data to be shared with partners to consider collaborative approaches.	Reduction in new individuals rough sleeping.
April 2020	Neighbourhood Services, Housing Options team, Tenancy Sustainment team and key partners	Existing resources	Reduce street activity through a communication plan and promotion of the alternative giving scheme 'Spare Change for Lasting Change'.	Increased awareness of the alternative giving scheme.	Reduction in street activity and the associated costs.
April 2020 and ongoing.	Housing Options Team, Tenancy Sustainment Team, Housing Options Manager, Neighbourhood Services and key partners	Existing resources	Engaging members of the public, Council employees and the business community to support those at risk of rough sleeping through increased promotion of the national StreetLink service to help	Increased awareness of the services in Winchester for those at risk of rough sleeping.	Reduction in begging. Increase in rapid response to those rough sleeping.

			identify rough sleeping and hot spots.		
April 2020	Strategic Housing Manager	Short term Rough Sleeper Initiative funding already awarded by MHCLG	Implement peer mentoring service and a sustainable platform for the voice of those with lived experience. Provide Psychological support to those experiencing multiple disadvantages. Partners to engage with Expert Link.	Record appropriate data for qtrly returns to MHCLG. Identify areas for change through engagement with those with lived experience.	Reduction in those rough sleeping/vulnerably housed/street attached not accessing appropriate housing.
April 2020	Strategic Housing Manager and Two Saints	Existing resources	Agree a new co-ordination of the outreach services available in t district. Consideration of 'community navigators'.	Flexible approach to when outreach is conducted for early identification of those rough sleeping particularly new to rough sleeping. Introduce a No First Night Out Model.	Increase in preventative work and reduction in those sleeping rough.