

## REPORT TO PEOPLE SCRUTINY COMMITTEE

Date of Meeting: 5th September 2019

Report of: DIRECTOR Bindu Arjoon

Title: Homelessness Strategy Action Plan Update – INFORMATION ONLY

Is this a Key Decision?

No

Is this an Executive or Council Function?

No

### 1. What is the report about?

Exeter City Council (ECC) has a mandatory duty to have a current Homelessness Strategy in place (renewable within a maximum of every 5 years) with reviewable actions plans across all client groups including specific actions to tackle rough sleeping.

The following report provides members with an overview of the Council's updated action plan (attached as per appendix) for the 2016 - 2021 Homelessness Strategy. The action plan sets out ambitious targets over the next two years, building on work that has already been carried out over the past 3 years (as per the presentation to Scrutiny in March 2019).

Full consultation in preparation for a new 3 year Exeter Homelessness Strategy 2021-2023 will begin in the Autumn 2020.

### 2. Recommendations:

That the Committee notes the contents of the updated Homelessness Strategy Action Plan and the actions that will be used to deliver future services.

### 3. Reasons for the recommendation:

This report highlights the ambitious targets that the Council and partners will be looking to deliver over the next 2 years. The action plan has identified the following areas as priorities:-

- **Section 1** - Preventing Homelessness
- **Section 2** – Reducing youth homelessness in Exeter
- **Section 3** – Reducing Rough Sleeping in Exeter
- **Section 4** – Focus on Priority Groups – Female Sex Workers, LGBTQ+, Homelessness within BAME Groups, Prison Leavers and homeless ex-forces personnel
- **Section 5** – Improve access to Private Rented Sector
- **Section 6** – Optimising use of temporary emergency accommodation through minimised access and maximised move on.
- **Section 7- (yet be developed)** strategic planning around initiatives such as joint strategic needs analysis, general sector mapping and gap analysis, joint funding and alliance commissioning, further digitalisation and shared services / out-sourcing options.

### 4. What are the resource implications including non financial resources.

This report has no additional resource implications beyond that currently funded by the Council or via grant funding.

### 5. Section 151 Officer Comments:

There are no additional financial implications contained in this report.”

## **6. What are the legal aspects?**

The legal obligations concerning the formulation of a Homelessness Strategy are set out in paragraph 1 above. This report is for information and raises no additional legal issues.

## **7. Monitoring Officer's comments:**

This report is for information only and raises no issues for the Monitoring Officer.

## **8. Report details:**

The current strategy is a joint 5 year one between ECC and Teignbridge District Council and was launched in 2016. Since its publication there have been significant changes in homelessness impacting differently across the two areas; the resultant effect being that the devised joint action plans are no longer universal to both authorities. This is mainly a reflection of the contrast between urban and rural homelessness but also relates to the concentration of statutory and voluntary services in Exeter as well as the city's housing market and infrastructure around street homelessness. Additionally in the last 18 months ECC has been successful in attracting £2 million in new funds to help with tackle rough sleeping and homelessness in the city and both authorities have re-modelled their housing options services in readiness for the Homelessness Reduction Act 2017 which came into force on 3 April 2018.

As a result of the above, whilst the current strategy will remain in place up to 2021, both authorities have devised respective action plans in order to concentrate on local provisions. Joint strategic work such as universal approaches to the housing register, youth homelessness and the application of the provisions of the Homelessness Reduction Act 2017 continues across all Devon and Cornwall Housing services through standing strategic forums.

In April 2019, a number of Focus Groups were carried out with statutory and voluntary services in the City. A number of the actions were directly devised through these focus groups and some of these will continue to directly involve the relevant partner agencies. The majority of the actions will be delivered through multi-agency partnership working, lead in most cases by the City Council.

Actions are subject to regular review and have been devised from a target-outcome based approach. Refinement and focus of actions is an ongoing exercise and the wording of some will undoubtedly change as the action plan is shared more widely across relevant partners.

## **9. How does the decision contribute to the Council's Corporate Strategy?**

The Homelessness Strategy contributes towards the Corporate strategy by meeting the following objectives:-

- Building great neighbourhoods - By tackling social inequality through maximising homelessness preventions and reliefs and maintaining and developing emergency, first and second stage housing options with suitable personalised support to address single and multiple need.
- Promoting active and healthy lifestyles – Supporting households to access key health and advocacy services in primary and secondary healthcare services including mental health assessment and support, physical and social care, and education, training and employment opportunities.
- Tackling congestion and accessibility – By extending access to homelessness & housing support services by maximising our presence and impact in the community through outreach and co-location and by developing multiple access points to advice and assistance.

## **10. What risks are there and how can they be reduced?**

The most significant risk of not delivering an updated action plan is that homelessness including its more visible forms such as rough sleeping in the city continues to increase resulting in higher costs to the council as well as other emergency and non-emergency services. Other risks are that the Council is no longer able to meet its statutory homelessness duties which would almost certainly result in review and potential withdrawal of grant and core funding for homelessness and significant adverse publicity and reputational loss for the Council. A further risk is that a number of the rough sleeping services in the city are temporarily funded via government grants with no confirmed extension beyond the end of March 2020.

Risks can be mitigated by maintaining capacity for the Council to undertake its statutory duties which underpin and directly form the entire action plan. Continued effective resource deployment and partnership working is essential in order to continue to drive homelessness reduction initiatives that deliver homelessness preventions and reliefs as well as reduce emergency and crisis homelessness; issues that are ultimately not solely in the control and remit of the local authority housing service alone. Timely achievement of target deliverables under the above-mentioned government funded Rough Sleeping Initiative programme will also help to mitigate the risk to future programme funding. Regular progress review and contract monitoring meetings are in place for this purpose.

The strategy action plan will be monitored on a bi-monthly basis and the full action plan includes lead responsible officer for each action and a RAG rating column for tracking and performance management purposes.

The strategy action plan in part has been co-produced with partners through Focus Groups and only incorporates targets and projects which would significantly improve the way in which services are delivered and meet the current gaps in strategic approaches to preventing and relieving homelessness as well as meeting gaps in basic and supported accommodation services.

## **11. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?**

The primary aim of the Homelessness Strategy Action Plan is to prevent and relieve homelessness and rough sleeping in the City for all client populations. Implicit within the Housing Needs service and throughout the strategy is to ensure that every individual and household approach to the Council service (and that of partner services and agencies) is treated equitably and transparently and with regard to specific and individual need. This includes active regard to clients with protected characteristics as well as those in priority need groups as identified under homelessness legislation and good practice guidance. The service is designed to ensure as best as possible that everyone has a safe and secure place that they can call home and fair and equitable access to appropriate health and support services by which to maintain this status.

## **12. Are there any other options?**

None that would not otherwise place the Council's Homelessness services at significant risk of not meeting legal and statutory obligations.

**Bindu Arjoon, Director**

**Local Government (Access to Information) Act 1972 (as amended)**  
**Background papers used in compiling this report:-**

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**Homelessness Strategy Action Plan Jul 2019 - March 2021**

<b><u>Section 1 -Preventing Homelessness</u></b>				
<b>Indicator</b>	<b>Target Outcome</b>	<b>Detail</b>	<b>Timeframe Start Date</b>	<b>Timeframe End Date</b>
<b>Improve Homeless Prevention within Community settings</b>	Maximise and improve access to Housing needs Service. Shifting emphasis for early prevention	Work with GP surgeries, Community Centres, Library across Exeter to ensure that information is available and accessible in ways of preventing homelessness	Quarter 3 2019	Quarter 4 2019
<b>Duty to Refer</b>	Ensure all partners are aware of their responsibilities under Duty to Refer and how to refer to ECC Housing Needs	Roll out a programme of training on the Homelessness Reduction Act to statutory and third sector partners, focusing on promoting and understanding of homelessness prevention and relief.	Quarter 3 2019	Quarter 4 2019

<b>Digitalisation of Housing Options Service</b>	Introduction of a 24/7 digital service improving the way in which Members of the Public can access the Housing Needs Service	24/7 digital service for members of the public to contact Housing Options		Live
	Introduction of a 24/7 digital service improving the way in which Professionals can access the Housing Needs Service and make referrals for people who are homeless or at risk of homelessness	Digital offer for professionals to email Housing Needs to refer any household they are working with who are homeless or threatened with homelessness within 56 Days		Live
	Help to empower members of the public to better understand how to access Private Rented Sector in Exeter	Provide enhanced digital guide and self-help to access private rented accommodation	Quarter 3 2019	Quarter 4 2019
	To increase number of people using Digital Offer	Promote digital housing options services and monitor uptake and impact on customer journey	Quarter 3 2019	Quarter 4 2019
<b>Benchmarking</b>	How the Housing Needs Service compares against other areas in Devon and Cornwall	Benchmark Exeter City Council Housing Options service against those within Devon and Cornwall	Quarter 3 2019	Quarter 3 2019

	How the Housing Needs Service compares against similar sized LA's in England	Benchmark Housing Options Service against those of our 'Nearest Neighbours' cities / towns with similar footprint as Exeter.	Quarter 3 2019	Quarter 3 2019
	Make it easier for members of public to understand what work is being done by the Housing Needs Service to prevent homelessness in the city	Provide regular newsletters detailing the work the City Council is doing in preventing homelessness in the city	Quarter 3 2019/20	Ongoing
	Help Improve service delivery and increase the number of prevention outcomes	Identify areas which are out performing ECC and visit to understand their approach toward prevention.	Quarter 3 2019	Quarter 4 2019
<b>Good Practice</b>	Improve the number of positive interactions with the Housing Needs Service	Ensure where possible that less than 10% of all Prevention Cases are closed due to loss of contact	Quarter 3 2019	Quarter 4 2019

	<p>Ensure that Advice Guides are up to date and assist members of the public to access information whilst the service is closed</p>	<p>Ensure that our offer of information on homeless prevention, securing accommodation, legal rights and service access is as good as possible by seeking out best practice from elsewhere</p>	<p>Quarter 3 2019</p>	<p>Quarter 3 2019</p>
	<p>Identify ways in which to improve the service and ensuring we are asking those people who are currently homeless or have been homeless about their experience</p>	<p>Ensure that current and former homeless households are consulted and that we learn through co-production to improve our service offer</p>	<p>Quarter 3 2019</p>	<p>Quarter 4 2019</p>
	<p>Improving transparency of the Housing Needs service</p>	<p>Publish all HCLIC data on website within 1 month of previous quarter-end to share inputs and outcomes and to reduce time spent on FOI requests and general enquiries</p>	<p>Quarter 3 2019</p>	<p>Quarter 4 2019</p>

	Ensuring that we have a service where we can fast track customers who are homeless or at risk of homelessness as a result of financial problems	Ensure Money Advice and Debt Management service in operation for ECC Housing Needs customers before the end of 2019-20 (by Independent Advice services or separate tender)	Quarter 3 2019	Quarter 3 2019
	Improve our IT system cutting down staff time and making it easier for us to run reports.	Implement new Homelessness database with online portal for customer review and input.	Quarter 3 2019	Quarter 3 2019

## **Section 2 - Reducing Youth Homelessness in Exeter**

<b>Indicator</b>	<b>Target Outcome</b>	<b>Detail</b>	<b>Timeframe Start Date</b>	<b>Timeframe End Date</b>
<b>Working with Children's Services and partner agencies</b>	Improve the working relationship with Childrens Services	To meet with Childrens services (DCC) to ensure that there is improved and more pro-active sharing of information from Children's Services with Housing Options around young people at risk of homelessness.	Quarter 3 2019	Quarter 4 2019

	The current contract comes to an end in April 2020	To procure a new Homelessness Prevention Service for 16-17 year olds and Care leavers up to the age of 21 in Exeter - to be operational by April 2020	Quarter 3 2019	Quarter 3 2019
	This builds on the back of the Joint Protocol for 16, 17 Year olds - ensuring there is a consistent approach to working with Care Leavers across the 8 districts	To work with Children's Services and other Local Authorities in Devon to produce a Joint Housing Protocol for Care Leavers	Quarter 3 2019	Quarter 4 2019
	Maximising prevention outcomes	To shadow Childrens Services and Young Devon to improve earlier identification of young people at risk of becoming homeless at the earliest stage possible and through partnerships, be able to offer early interventions such as family and individual mediation, counselling and mental health support.	Quarter 4 2019	Quarter 4 2019

	Maximising prevention outcomes	Work jointly with Children's Social Care Placement team and identify if there is a need to increase the Staying Put placements and identify break downs in foster care at the earliest stage	Quarter 4 2019	Quarter 4 2019
	Ensure that all 16 / 17 year olds have access to good quality supported housing and improve access to Mental Health Support and Substance misuse services	Re map and widen housing pathway for 16 -17 yr. olds and young people under the age of 25 in Exeter to include all relevant agencies	Quarter 1 2020	Quarter 2 2020
	Ensure that all 16 / 17 year olds have access to good quality supported housing and that there are realistic move on options for all 18+ who do not have 'a leaving care status'	Identify gaps in accommodation provision for 16 - 17 yr. olds and young people under the age of 25 and work with providers to source	Quarter 1 2020	Quarter 2 2020

	To ensure Young People in Exeter have a voice and that they are able to help improve services and redefine future service need.	To work with Young Devon and other partner agencies to set up a Youth Focus Group which builds on the experience of YP who have experienced homelessness in Exeter and give a 'lived experience' which young people can relate to and help redefine future service need.	Quarter 1 2020	Quarter 2 2020
	To reduce the number of care leavers with complex lives losing accommodation placements and are supported to move forward with their lives	Introduce a 'Team around the Adult' Meeting for all Care Leavers who experience complex lives	Quarter 1 2020	Quarter 2 2020
	To improve transition services for YP who need ongoing Mental health Support	To work with Children's services and Devon Partnership Trust to improve transition services for Young People experiencing mental ill health	Quarter 1 2020	Quarter 2 2020

	To improve transition services for YP who need ongoing substance misuse Support	To work with Childrens services, Public Health and Together Devon to review service offer to young adults in Exeter	Quarter 1 2020	Quarter 2 2020
<b>Best practice</b>	To increase the number of people moving on from supported housing in the city, into social housing / private rented housing	To review housing options service offer to young people who are ready to move on from Supported Housing. Ensuring that projects don't become 'silted up' with young people who no longer need supported housing but don't have viable housing options	Quarter 3 2019	Quarter 4 2019
	Early intervention through education	To continue to work with commissioned young persons homeless service to develop an educational schools project on the realities of homelessness and independent living.	Quarter 3 2019	Quarter 4 2019
<b>Innovative Housing Solutions</b>	Improve housing options for young people in the city and increase move on from supported housing in the city.	Work with providers to explore innovative housing solutions for Young People	Quarter 2 2020	Quarter 3 2020

## Section 3 - Reducing Rough Sleeping in Exeter

### Rough Sleeping Initiative (RSI) Projects

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
<b>Night Shelter</b>	Reduce numbers of rough sleepers on the streets during the winter months	Ensure full policy file and operations planning timetable for operation of the Night Shelter for winter 2019-20	Quarter 2 2019	Quarter 3 2019
		Ensure opening of Night Shelter on 1 <sup>st</sup> October 2019 for full months	Quarter 3 2019	Quarter 3 2019
<b>Housing First</b>	Ensuring continuation of the Housing First Project	Ensure the delivery of all 15 Housing First units of accommodation to 15 clients (min) during 2019-20.	Quarter 2 2019	Quarter 3 2019
		Recommission Housing First Project	Quarter 3 2019	Quarter 4 2019
<b>Tenancy Ready</b>	Increase move on from Supported Housing in Exeter	Ensure the delivery of all 25 Tenancy Ready RSL units of accommodation to 25 clients (min) during 2019-10.	Quarter 3 2019	Quarter 4 2019
<b>Women's and Prison Project</b>	Improved housing options for women and prison leavers	Ensure ongoing provision at least 5 units of prison and women's accommodation throughout the year with min occupancy of 85%	Quarter 3 2019	Quarter 3 2019

<b>Powers</b>	Investigate a No First Night Out (NFNO) approach linked to the MHCLG funding	Ensure ongoing provision a minimum of 10 Discretionary Power accommodations throughout the year	Quarter 3 2019	Quarter 4 2019
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#### RSI Reviewing

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
<b>Year 2</b>	Overview of project to date	Summary Progress Report to RC - including outputs, outcomes, successes, challenges, recommendations (incl for continuation funding - see projects above)	Quarter 4 2019	Quarter 4 2019

#### Rapid Rehousing Pathway Fund

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
<b>Prison Navigators</b>	2 full time ECC Housing Options Caseworkers based in HMP Exeter	Recruit Prison Navigators		Completed
		Embed service alongside Catch-22 in the prison	Quarter 3 2019	Quarter 3 2019
		Ensure that 75% Prisoners referred to the Prison Navigators who were homeless prior to custody are released with accommodation to go to	Quarter 3 2019	Ongoing
<b>Navigators</b>	4 x Full time workers working with a maximum cohort of 60 people who experience complex lives. Improving access to health services and housing. Helping people to navigate complex	Recruit Adult Social Care Navigator		Completed
		Recruit Substance Misuse Navigator	Quarter 3 2019	Quarter 3 2019
		Recruit Housing Navigator	Quarter 3 2019	Quarter 3 2019
		Recruit Mental health Navigator	Quarter 3 2019	Quarter 3 2019
		Set up and map process for Navigators	Quarter 3 2019	Quarter 3 2019

	systems and improve wellbeing	Monitor, review and improve the service delivery to the MEAM cohort of clients to maximise timely tenancy offers, sustainment and critical harm and crisis access reduction outcomes	Quarter 3 2019	Quarter 4 2019
		Ensure that 50 individuals are supported by the Navigator Project	Quarter 4 2019/20	Quarter 4 2019
<b>Strategic Governance</b>	Strategic board across Homelessness Housing and Health	Setup governance structure with DCC, Public Health and DPT to oversee Project	Quarter 3 2019	Quarter 4 2019
<b>Local Lettings Agency</b>	Improve access to Private rented sector for people rough sleeping or moving on from supported housing	Working with St Petrocks to set up Social Lettings Agency in Exeter	Quarter 3 2019	Quarter 3 2019
		Setup website and logo	Quarter 3 2019	Quarter 3 2019
		Start working with landlords in the city	Quarter 3 2019	Ongoing

#### **Outreach Service Re-tender**

<b>Indicator</b>	<b>Target Outcome</b>	<b>Detail</b>	<b>Timeframe Start Date</b>	<b>Timeframe End Date</b>
<b>Recommission Outreach Service</b>	Recommissioned service from 1st April 2020. Current contract ends April 2020	Revise specification and procure new Outreach Service for 2020-23	Quarter 3 2019	Quarter 3 2019

#### **Rough Sleeping Strategy**

<b>Indicator</b>	<b>Target Outcome</b>	<b>Detail</b>	<b>Timeframe Start Date</b>	<b>Timeframe End Date</b>
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<b>Exeter Homeless Partnership</b>	City wide response to ending rough sleeping and homelessness with members of the public, business, Exeter City Council and voluntary sector working together	To follow approach of Manchester Homeless Partnership promoted as good practice by Homeless Link, including focus on multi-sector partnership of equal members including co-production with experts by experience, development of a Charter, StreetSupport.net (information sharing, fundraising, and pledges), diversionary giving scheme etc. ECC representation on initial driving group	Quarter 3 2019	Ongoing
		Develop targeted work streams with targets - including development of Charter, diversionary giving, website etc.	Quarter 3 2019	Quarter 4 2019
<b>County Lines</b>	To better understand the risk of County Lines and to reduce its impact on rough sleeping and vulnerable people in the city	Continue to meet with D&C Police and DCC to understand the threat level of County Lines	Quarter 3 2019	Ongoing

		Review the impact of County Lines on Rough Sleeping and Homeless Population in Exeter	Quarter 3 2019	Quarter 4 2019
		Better understand how we can reduce the risk of cuckooing in vulnerable tenancies	Quarter 3 2019	Quarter 4 2019
<b>Health - physical</b>	To work with Devon Doctors, Adult Social Care and Providers to better understand what preventative healthcare is needed to improve the lives of those rough sleeping / homeless in the city	Complete Health Audit across Rough Sleeping Population and Homeless projects in Exeter	Quarter 3 2019	Quarter 4 2019
		Continue to work with Adult Social Care to identify how we continue to improve and meet health inequalities of homeless population	Quarter 3 2019	Ongoing
		Identify what services are missing for preventative healthcare in the City and work with stat services to improve healthcare	Quarter 4 2019	Quarter 1 2020

<b>Health - mental</b>	To work with Devon Partnership Trust and providers to re map and redefine the mental health offer for rough sleepers and people with complex trauma	Better understand the impact of Trauma and Adverse Childhood Experience amongst Homeless population.	Quarter 3 2019	Quarter 4 2019
		Work with Devon Partnership Trust to review the service offer for rough sleepers and people who experience complex lives	Quarter 3 2019	Quarter 4 2019
		Undertake study to evidence extent of Trauma and ACE's amongst Homeless Population	Quarter 4 2019	Quarter 1 2020
<b>Blue Light</b>	Working with Police, Together Devon and Public Health to tackle Street Drinking and improve outreach and care pathways for treatment resistant drinkers	Set up working group to explore the extent of Street Drinking in the city amongst Street Attached population	Quarter 4 2019	Quarter 1 2020
		Using evidence gathered from survey - roll out Blue Light Approach across City	Quarter 1 2020	Quarter 2 2020

<b>Devon and Cornwall Rough Sleeping Partnership</b>	Ensure there is a consistent approach across Devon and Cornwall in working with rough sleepers	Support local statutory / commissioned services to share information and good practice, and develop solutions to rural homelessness		ongoing
<b>Review City-wide referral form</b>	Improve City wide Referral Form taking a more strengths based approach	Review and re-write the Exeter HUB referral form to incorporate Interests and Strength-based assessment and pilot by 01.01.2020	Quarter 4 2019	Quarter 4 2019
<b>Map current services, gaps and barriers, threats and opportunities</b>	To better understand what resources and housing options are needed to improve move on from 18+ Homeless supported housing in the city	Continue to work on evidence collected in autumn 2017 and evaluate need across the City.	Quarter 4 2019	Quarter 1 2020
		Complete Homeless Link PrOMPT Toolkit to help identify gaps in service delivery	Quarter 4 2019	Quarter 1 2020
		Consult with partners re as-is pathway, gaps and barriers, and desired improvements	Quarter 4 2019	Quarter 1 2020
<b>Pathway process maps</b>				

		Create Visio process maps to show current pathway, and share with partner agencies and Exeter Homeless Partnership etc., for improved current information and understanding of service users, partners, members of the public	Quarter 4 2019	Quarter 1 2020
		Create Visio process maps to show current pathway <i>with gaps and barriers</i> , and desired future pathway: share with potential partner commissioners to inform future commissioning	Quarter 4 2019	Quarter 1 2020
<b>Joint Commissioning with Devon County Council</b>	System change approach towards how future services are commissioned	Investigate the development of a joint-commissioning plan or devolved budget with DCC's Contribution to Homelessness (Adult services) including allied re-tendering schedule.	Quarter 4 2019	ongoing

<b>Multi-Agency Rough Sleepers Database</b>	Improve Information sharing and reduce number of times that people have to tell their story	Identify opportunities to establish a Citywide rough sleeper database	Quarter 4 2019	Quarter 1 2020
<b>Reviewing deaths of rough sleepers and former rough sleepers</b>	Working together with statutory services and voluntary sector to help prevent future deaths on the streets and in accommodation	Meet with Public Health and coroner's office to agree process in notification of preventative deaths amongst rough sleepers and former rough sleepers	Quarter 2 2019	Quarter 3 2019
		Review recent deaths and identify learning opportunities	Quarter 3 2019	ongoing
		Continue to monitor deaths and continue to learn from how services can better prevent future deaths	Quarter 3 2019	Ongoing
		Research good practice in other cities (with RSI Adviser, HL Link etc.)		ongoing

## **Section 4 -Focus on Priority Groups**

<b>Indicator</b>	<b>Target Outcome</b>	<b>Detail</b>	<b>Timeframe Start Date</b>	<b>Timeframe End Date</b>
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<b>Female street based Sex Workers</b>	To better understand and assist Street-based sex workers who are one of the most excluded and marginalised groups of homeless people.	Work with Exeter Co-Lab and other support services to identify how best to support female sex workers in Exeter	Quarter 3 2019	Quarter 4 2019
		Produce personal housing plan for each female street based sex worker	Quarter 4 2019	ongoing
<b>LGBTQ+</b>	Working with LGBTQ+ Community to better assist and support those who are homeless or at risk of homelessness. Ensuring that everyone has the right to access services and that their experience is a positive one	Focus on working with Devon County Council, Intercom Trust and Exeter Pride to identify how we can best support LGBTQ+ people, who are homeless or threatened with homelessness in the city	Quarter 3 2019	Quarter 4 2019

		Review criteria relating to supported housing services to ensure all are welcoming to LGBTQ+ and to same sex couples and families, with additional regard being given for the type of accommodation offered to trans or non-binary people.	Quarter 3 2019	Quarter 4 2019
		All staff to receive training on LGBTQ+ issues and specifically relating to homelessness	Quarter 3 2019	Quarter 4 2019
<b>Black, Asian and minority ethnic Community</b>	To better understand and support Exeter's Black, Asian and minority ethnic communities who are homeless or at risk of homelessness in the city	Work with Exeter Communities Together to identify how we can best support Exeter's Black, Asian and minority ethnic communities who face homelessness in the city	Quarter 3 2019	Quarter 4 2019
<b>Prison Leavers</b>	Improving outcomes for prison leavers	Commitment to provide a dedicated Housing Options service offer within HMP Exeter		

	Review accommodation options for Young People who face exclusion from current projects due to their offending behaviour	To work with childrens services and providers to explore setting up a supported accommodation project for high risk offenders who are 18 - 25 years old.	Quarter 1 2020	Quarter 2 2020
	90% of prison leavers with a local connection to Exeter are released from HMP Exeter with a Personal Housing Plan	Ensuring that all prisoners with a local connection to Exeter have a Personal Housing Plan and do not return to the streets on release	Quarter 3 2019	ongoing
	Ensuring there is a consistent approach across Devon and Cornwall and supporting the Prison Navigator Project	To continue to work with the Devon and Cornwall Short Term Prisoner Resettlement Group to ensure that we are working collectively to reduce homelessness and rough sleeping amongst Prison Leavers		
	Improve housing options and support for prison leavers	To work with providers to create recovery houses for prison leavers to continue rehabilitation within the community	Quarter 1 2020	Quarter 2 2020

To work with HMP Exeter to implement a trauma informed care approach and provide ongoing training and clinical supervision for Prison Officers and other services working inside the Prison	Quarter 1 2020	Quarter 2 2020
To work with accommodation projects in the city to ensure that prison leavers are not treated differently to other service users	Quarter 3 2019	Quarter 4 2019
Work with providers to explore innovative housing solutions for Prison Leavers including exploring Housing First Approach for Prolific Offenders - to break cycle of repeat offending	Quarter 1 2020	Quarter 2 2020

		Identify a rent deposit fund to assist offenders to move on from supported accommodation into private rented accommodation	Quarter 3 2019	Quarter 4 2019
<b>Domestic Sexual Violence and Abuse (DSVA)</b>	To provide a 'Places of Safety' property in Exeter for victims of abuse, in the absence of a refuge	To work with DSVA services to identify what housing options are needed for Exeter	Quarter 1 2020	Quarter 2 2020
	To work in Partnership with Devon County Council and DSVA Services	Strengthen partnership working with Housing Options Service	Quarter 1 2020	Quarter 2 2020
	To improve advice provided on Exeter City Council website and to ensure all Housing Options staff and providers have training on identifying abuse and supporting victims	Working alongside DSVA Services to update Housing Advice Guides	Quarter 1 2020	Quarter 2 2020
		To work with Splitz (DSVA service provider) to roll out training across Housing Options Team and with Temporary Accommodation providers.	Quarter 1 2020	Quarter 2 2020
	Support for non-eligible households	To work with DSVA services and DCC to see how we can best support households who are non-eligible for assistance	Quarter 1 2020	Quarter 2 2020

	Women only temporary accommodation	To identify women only temporary accommodation for victims of DSVAs and link in with support services	Quarter 1 2020	Quarter 2 2020
	Improving Homelessness Prevention through use of Sanctuary Scheme	Commitment to continue using Sanctuary Scheme as a homelessness prevention tool to prevent homelessness		
Homeless ex forces personnel	Honouring Exeter City Council's Armed Forces Covenant - ensuring that ex service personnel who are homeless or threatened with homelessness are treated fairly and supported into housing	To work with services in the city to ensure that homeless ex forces personnel are supported to find accommodation	Quarter 3 2019	Quarter 4 2019
		All staff to receive training on supporting ex forces personnel and the issues and challenges they might face, specifically relating to homelessness	Quarter 3 2019	Quarter 4 2019

## Section 5 - Improve access to Private Rented Sector in Exeter

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
Accessing Private Rented Accommodation in Exeter	Ensuring that Exeter has a Credit Union again	Produce specification for a viable Exeter Credit Union scheme and tender by end Q3 2019-20	Quarter 4 2019	Quarter 1 2020

	Improving access to the Private Rented sector and making it work for everyone	Launch ECC's PRSA offer with clear portfolio of service benefits online via website and social media outlets.	Quarter 3 2019	Quarter 3 2019
		Ensure delivery of Rapid rehousing Pathway Local Lettings Agency accommodation and support units for 2019-20	Quarter 1 2020	Quarter 1 2020
		Ensure delivery of Rapid Rehousing Pathway PRSA accommodation and Landlord sign-up targets for 2019-20	Quarter 1 2020	Quarter 1 2020
	Honouring commitment to accommodate 12 families fleeing Syrian war	Complete the ECC delivery of 12 property tenancies for Syrian Scheme families with support and move-on PHPs and minimum ongoing tenancy support for 6 months for all.	Quarter 1 2020	Quarter 3 2020
	Increased move on from Supported Housing. Assisting 75 households each year who are 'Tenancy Ready' to find affordable housing and to free up Supported Housing in the city	Ensure Move-on Panel meet minimum of quarterly assessment meetings during 2019-20	Quarter 3 2019	ongoing

	No legacy HRA cases in Temporary Accommodation from the 1st April 2020	Deliver move-on single service offers for all 35 Housing Options Pre-HRA Legacy cases including a minimum of 50% planned move-on by end of Q2 2019-20	Quarter 3 2019	Quarter 4 2019
	Ensuring that households in temporary accommodation aren't forgotten and supported to move on into permanent housing	Ensure minimum of 20% of Stage 2 (PSL) households move-on to new tenancies during the year (rolling target)	Quarter 1 2020	ongoing
	Bringing Empty Homes in the city back into use	Engage with a minimum of 10 Empty Homes owners and initiate a minimum of 4 new property lets by end of 2019-20	Quarter 3 2019	Quarter 4 2019
	Making the Private Sector more accessible for households on benefit	Implement ECC Tenancy Ready Training programme	Quarter 1 2020	Quarter 2 2020
		Evidence the need for change to LHA rates in Exeter and work with Rent Officer to review LHA Rates for Exeter	Quarter 3 2019	Quarter 4 2019

**Section 6 - Optimising use of temporary emergency accommodation through minimised access and maximised move-on - Temporary Accommodation projects**

Indicator	Target Outcome	Detail	Timeframe Start Date	Timeframe End Date
<b>Optimising use of Temporary accommodation</b>	Improving frontline service delivery and reducing out of hour calls	Undertake options appraisal to identify efficiencies in reducing number of Out of Hours calls, emergency placements and OOHs costs (including staff claims)	Quarter 3 2019	Quarter 4 2019
	Reviewing emergency housing options for 16 / 17 year olds - working with Childrens Services to ensure that no under 18 goes into B&B	Undertake a joint appraisal of the suitability of emergency accommodation for 16-17 YOs under ECC and DCC direct contract including risk capacities and risk management policies.	Quarter 3 2019	Quarter 4 2019
	Maximising income whilst the Night Shelter is in operation to help assist with running costs	Deliver a minimum of 90% Housing Benefit / UC Housing element completed claims for Night Shelter occupants during 2019-20	Quarter 3 2019	Quarter 4 2019
	Full procurement of all Temporary Accommodation	Write specification for Temporary Accommodation provision for provider re-procurement (Inc. target units) to be initiated by end of Q3 2019-20	Quarter 3 2019	Quarter 1 2020

	Review of support delivered out of Temporary Accommodation	Undertake and complete full review of all ECC / DCC – contracted Support provision to TA and produce report and recommendations for re-tender	Quarter 3 2019	Quarter 4 2019
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