

Action Plan

Ref	Objective	Action	Implementation Timescale	Responsibility	Target result
1	Reduced TA demand	All staff retrained in making robust and consistent decisions	Already implemented	Service	10% reduction in acceptances in 2016/17 – saving £80k
2	Reduced TA demand	Stop providing accommodation pending reviews if decision unlikely to be reversed	Already implemented	Service	TBA
3	Reduced TA demand	Audit of all in TA to check for fraud/changes in circumstance	Started – will take 4 months with 2 FTE additional resource	Service	£82k reduction
4	Reduced TA demand	Amendments to Allocations Policy to move on some in TA	Started – will be informed by 3 above	Service	TBA
5	Reduced unit cost of TA	Revised out of borough placement policy, supported by a comprehensive database to enable the assessment of suitability in each specific case	Paper to Cabinet in Autumn 2016	Service	Possible £81k in 2016/17, more in later years
6	Maximise TA rent collection rate	Speed up turnround of housing benefit claims	Already implemented	Elevate	Collection rate >95%
7	Reduced TA demand and reduced cost of administration	Triage process in John Smith House	Already implemented	Service	Early indications show a 20% saving to staff processing time.
8	Reduced TA demand and reduced cost of administration	Appointments-only process in John Smith House, in conjunction with online/contact centre pre-screening	2017	Service/ A2020	New CAAF Strategy – F2F reduced from 100% to 50% - saving 3 FTE = £100k
9	Reduced TA demand and reduced cost of administration	Improved web content to reduce avoidable contact	2017	Service/ A2020	25% reduction in footfall reducing the need for 3 FTE = saving £100k

Ref	Objective	Action	Implementation Timescale	Responsibility	Target result
10	Reduced B&B cost	Careful management of B&B portfolio with use of lower-cost alternatives where possible	Already implemented	Service	Reduced demand in 2016/17 from 50 to 35 units
11	Reduced TA cost	Increased in stock of Council-owned accommodation, enabling reduction in use of loss-making PRS accommodation	Ongoing	Service/ My Place	In the long term, use of in-borough PRS units only where cost-neutral or where unavoidable
12	Reduction in bad debt provision	Change in calculation methodology	In hand	Finance	Reduction in 2016/17 provision from £389k to £49k
13	Reduction in cost of TA	Critical review of extent of increase in security in council-owned hostels	Already implemented	Service	Reduction in cost pressure in 2016/17 from £500k to £243k
14	Reduction in potential demand for TA	Welfare Reform Task Force	Implemented – working through capped caseload	Service	Avoidance of potential increase in homelessness arising when reduced level of benefit cap introduced in November 2016
15	Reduction in potential demand for TA	Tenancy sustainment training	Sept 2016 – improved package will be in place by April 2017	Service	Avoidance of homelessness through ensuring tenants act in a good tenant-like fashion
16	Reduction in TA demand	Personal Housing Plans pilot	Dec 2016	Service	Reduction in demand for TA through encouragement of self-sufficiency
17	Reduction in TA demand	Mandatory mediation service for non-violent parental eviction cases	Dec 2016	Service	Reduction in number of dependants evicted from parental home
18	Increase in affordable TA supply	Continue to build positive relationship with PRS landlords	Sept 2016	Service	Improved relationship should increase willingness of landlords to let to those on benefits at affordable rates
19	Increase in affordable TA supply	Enhanced rent deposit scheme and rent guarantees	Dec 2016	Service	Increased willingness of PRS landlords to let to those on benefits at affordable rates
20	Increase in affordable TA supply	Establish Task Group to acquire/build additional TA capacity, predominantly outside the borough	April 2017	Service/A2020	Discharge duty at affordable rents, thereby reducing the financial loss made on TA
21	Reduction in/avoidance of TA demand	Customer insight/advanced analytics	April 2017	New Insight Team/A2020	Ability to identify at risk households before they fall into arrears

Ref	Objective	Action	Implementation Timescale	Responsibility	Target result
22	Reduction in/avoidance of TA demand	Improved operational data collection	Late 2016	Service	Improved understanding of causes of homelessness
23	Reducing cost of TA	Closer liaison with GLA and other boroughs to avoid competing for the same units and thereby pushing up costs	During 2016	Service	TBA
24	Reducing incidence of TA	Sharing best practice with other LAs, including prevention measures	During 2016	Service	TBA
25	Reducing cost of TA	More robust process for evicting for rent arrears in TA	Already started	Service/Elevate	TBA