

Homelessness Strategy 2019-2023

Contents

1. Introduction	Page 3
2. Our Vision: ‘One Borough, One Community’	Page 5
3. Priority 1: Reducing homelessness through prevention	Page 8
4. Priority 2: Reducing TA through permanent housing solutions	Page 14
5. Priority 3: Ending rough sleeping	Page 19
Appendix 1: Homelessness Statistical Review 2014-2018	Page 21
Appendix 2: Equality Impact Analysis	Page 31
Appendix 3: Consultation and Governance	Page 39
Appendix 4: Summary of Homelessness Reduction Act duties	Page 41
Appendix 5: Annual Homelessness and TA Reduction Plan	Page 44

1. Introduction

Throughout 2018 local authorities reported record numbers of rough sleeping and homelessness. Some 320,000 people in the United Kingdom are currently either roofless or languishing in temporary accommodation awaiting a permanent place to call home. More than half of these are in the capital, including 6,532 people in Barking and Dagenham. Overall, this represents a 41% increase in incidences of homelessness over the last 10 years.

The social and human costs of homelessness present exceptional challenges to local authorities, which are dedicated to addressing the underlying causes of people losing their homes and dealing with the adverse consequences of public policy, such as welfare reform and an undersupply of genuinely affordable housing. The financial impact alone is estimated to cost the public purse in excess of £1bn annually.

By definition, homelessness is a complicated social problem which comes in many guises and not just in the most evident form of rough sleeping. In a majority of cases people become homeless due to a breakdown in domestic relationships or because their landlord wishes to regain possession of the property they are renting. In other circumstances, people may become and stay homeless through a combination of domestic violence, addiction, debt, worklessness, poor health and wellbeing. This leads to isolation, a disconnection from pathways to essential support, which would otherwise help identify and break that downward cycle.

At a local level, Barking and Dagenham's high watermark of homeless demand came during 2015/16, when it ranked as having the highest rate of acceptances per 1,000 households in the capital. Our

review of this 'acceptance' rate as it is described and general homeless trends over the last five years depicted a borough which has transitioned from relatively low numbers of homeless approaches and acceptances, to a rapid increase in both following the implementation of total benefit caps and Local Housing Allowance (LHA) freezes.

This led to a trajectory of rising evictions, diminished supply of affordable private rented sector accommodation and increasing homelessness.

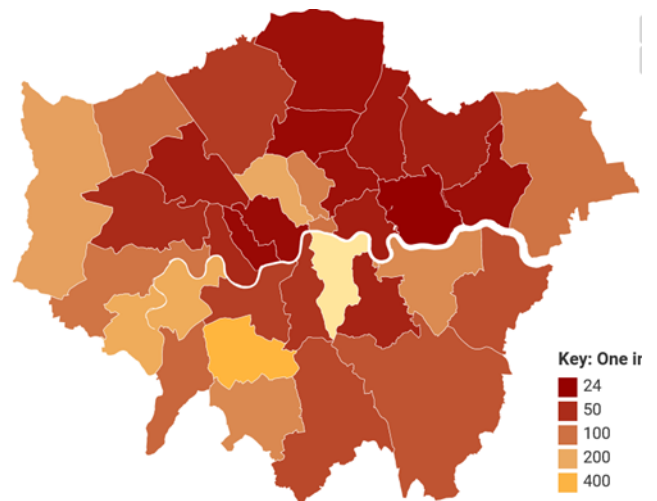


Fig 1: Homeless households per population by London Borough – Shelter Report 'Homelessness in Great Britain' November 2018

The Borough has since embarked on a proactive response to the problem of homelessness through the establishment of Community Solutions. This multi-faceted service seeks to tackle complex social problems and gets to root causes by dedicated early identification, intervention and prevention activities supporting residents to avoid the threat of homelessness in the first instance and remain in their homes.

Community Solutions is recalibrating the Council's traditionally reactive approach towards a preventative early intervention model, shifting resource to resolving issues before they become more complex and costly. This also encourages residents to take steps, where possible, to help themselves to resolve the threat of homelessness through a realistic review of housing options and choices.

This has enabled the Council to prevent and alleviate homelessness in a far more effective manner, reducing the number of households it needs to rehouse in emergency and short-term accommodation and increasing the number of people leaving temporary accommodation and moving into secure and permanent homes.

However, we are faced with new threats of homelessness. The impact of the roll-out of Universal Credit has seen recent spikes in claimants falling into rent and Council Tax arrears, threatening their ability to sustain tenancies. Rough sleeping levels, while low in comparison with our neighbours, are still high when reviewed against historic data.

The implementation of the Homelessness Reduction Act 2017 (HRA17) from April 2018 requires the authority to assist all households which are homeless or threatened with homelessness within 56 days, regardless of their priority need or deliberate intention. This requirement places a particular emphasis on preventing the problem of single persons' homelessness in a far more intensive, tailored approach than was previously required. This is completely consistent

with the values and principles of Community Solutions.

The new duties of the HRA17, in particular, have prompted fresh requests for support, especially from those facing the threat of parental exclusion from the home and significant numbers facing the imminent loss of their private rented tenancy. Recent changes to policy by the Home Office have led to an upsurge in homeless refugees ejected from asylum quarters without the necessary support into the job market or help finding new accommodation.

Equally, there are still historically high numbers of people in temporary accommodation in Barking and Dagenham with – so far – only a modest increase in the rate of households being moved on into suitable permanent housing. This generates a cost pressure for the council. The overall cost of housing homeless households equates to an average of £18.8m per year, the vast majority of which is covered through rents and housing benefit, however the Council still had to budget this year for £2.6m to subsidise the shortfall in the cost of private sector licensed properties.

In response to this landscape, this document sets out a new strategy which seeks to embed and deepen what we know works well in prevention and moving people out of temporary accommodation, while charting new activities and proposals which strengthen those services and aim to further address the social, human, moral and financial costs of homelessness in our borough.

2. Our Vision: ‘One Borough, One Community. No-one Left Behind’

The Borough Manifesto and the Corporate Plan

Our new homelessness strategy connects to the Council’s overall vision of ‘no one left behind’. This vision aims to drive inclusive growth, empower citizens and by definition, design services that address the root cause of the problems Barking and Dagenham residents face, including homelessness. The Borough Manifesto ‘One Borough, One Community. No-one Left Behind’ focused on encouraging civic pride, enabling social responsibility and growing the borough’s economy over the next 20 years. This included commitments to help residents shape their own quality of life, take responsibility for themselves, homes and communities as well as integrating services for the vulnerable, building high quality homes and supporting investment in housing. These ambitions are imbedded in the Council’s Corporate Plan: ‘No-one Left Behind’ and runs as a constant theme through overarching strategies concerning housing, health and wellbeing.

Part of that commitment includes our vision for an affordable housing market which provides a diverse choice of low-cost, high quality homes to a wide range of income groups. The overarching approach seeks to improve the quality of life of all residents through building sustainable communities and by addressing the needs of residents living in different types of tenure. The Corporate Plan specifically prioritises tackling homelessness, decreasing the numbers in short-fix temporary accommodation and creating a vibrant, accessible housing

market which includes a responsive, quality private rented sector.



Fig. 2: The vision principles of the Corporate Plan

Those priorities are monitored through the Council’s commissioning structures and delivered operationally under mandates which expects services such as Community Solutions and Care and Support to drive down demand, reduce costs and improve outcomes and performance.

Homelessness Strategy ambitions

The Homelessness Act 2002 requires the local authority to conduct a five-yearly review of recent homelessness trends (Appendix 1), plan the procurement of accommodation and subsequently develop a preventative strategy which articulates its ambitions and prevention offer. There is also a specific requirement within the Ministry of Housing’s Code of Guidance on Homelessness to ensure all strategies are refreshed and compliant

with the duties of the new Homelessness Reduction Act (Appendix 4).

This strategy, underpinned by the core corporate objectives, charts a trajectory for tackling homelessness and finding permanent and sustainable housing solutions for those threatened with the prospect of having no fixed abode.

In short, the Council will embed and deepen its existing approach to preventing people from losing their homes and improve the number of prevention outcomes, so that by 2023 Barking and Dagenham is an exemplar borough in tackling homelessness and achieving the kind of community envisaged within the Borough Manifesto, by 2037.

It will also accelerate activity to move people out of temporary accommodation into suitable permanent housing, eliminating the most expensive types of TA, reducing the overall portfolio and providing a cost-neutral model for accommodating homeless households.

The strategy also adopts for the first time a proactive policy towards alleviating rough sleeping. While the recorded numbers of street sleepers are very low we recognise that more must be done to identify hidden street homelessness and provide an appropriate pathway into safe, secure accommodation for those sleeping on the streets, even if intermittently.

This will be achieved by adopting the following three key objectives so that by 2023 the borough's strategy will have:

- Reduced the number of homeless incidences in the borough through prevention, including new tenancy sustainment, mediation and support activities, creating an exemplar service in tackling homelessness, leading to Gold Standard accreditation
- Brought down the number of households in temporary accommodation through a

combination of reductions in demand plus securing sustainable long-term housing solutions for clients from a range of sources. In addition, reducing reliance on higher cost, lower quality accommodation and working towards a cost-neutral service

- Eliminated rough sleeping through increased partnership working and employing a No Second Night Out model of rapid assessment and rehousing.



While this is a five-year overarching strategy, both Community Solutions and the HRA17 are still in early stages of implementation and evaluation. We recognise the fluid nature of housing and homelessness policy at the moment and as a result this document's outlook will be subject to an annual review. Our key deliverables and timelines to achieve our goals in Year 1 are set out in the Annual Homelessness and TA Reduction Plan in Appendix 5.

Supporting national and regional initiatives to tackle homelessness

Our local ambitions for tackling homelessness also reflect the dimensions of national and regional policy. Ever since the Government published its Cost of Homelessness report, Making Every Contact Count and No Second Night Out strategies between 2011 and 2012, Barking and Dagenham has followed through on its aspiration to design a locally integrated service which tackled

the roots of homelessness and created financial resilience. The advent of Community Solutions has been a recognition of this agenda.

The introduction of the Homelessness Reduction Act 2017 came with a Government commitment of £72m over three years to assist local authorities to administer the new duties and this was supplemented in August 2018 by a further £100m to tackle street homelessness through the national Rough Sleepers Strategy. We have capitalised on New Burdens Funding and Flexible Homelessness Support Grant to bolster and resource our prevention activities, reflecting those national aims.

Our desire to prevent and relieve homelessness also mirrors the Mayor of London's Rough Sleepers Action Plan and Housing Strategy published during 2018 and our development of a new proactive approach to street sleeping will parallel those long-term objectives.

We also work collaboratively with neighbouring boroughs through the East London Housing Partnership, which takes a strategic sub-regional approach to housing needs and pressures. One of its core priorities is to contribute to minimising and preventing homelessness, particularly that of single person households and we are a partner to the subregion's Homelessness Prevention Trailblazer project.

Priority 1: Reducing homelessness through prevention

Understanding and preventing the local causes of homelessness

Identifying the main causes of homelessness enables us to design early intervention services which prevent escalations of people presenting themselves to the Council and needing to be rehoused. Understanding the reasons behind each trend shapes the improvements we make in driving down demand.

Historically the loss of private rented tenancies through section 21 evictions (commonly known as loss of an assured shorthold tenancy AST) and parental exclusion from the family home presented the most significant reasons for people losing a roof over their heads. This has been accelerated by the impact of welfare reform – more recently around Universal Credit. The benefit caps, frozen LHA rates, low turnover of council homes, and a retreat of cheaper lets from the private rental market continue to dominate the drivers of homelessness.

The scale of change over the last five years has been stark. The impact of these factors saw the number of homeless approaches rise by 37% and acceptances almost quadruple to 941 cases between 2012/13 and 2015/16. During that period an average of half of all households making a homelessness application were found to be owed a duty, 60% of whom had lost a private tenancy or were excluded from the family home.

While an emphasis of self-resolution, more robust verification of casework and some early prevention work has contributed to a 28% fall in approaches

and a 42% reduction in acceptances, the HRA17 requirement to assist all households within 56 days to prevent or alleviate the threat of homelessness has determined the need for even more intense prevention activity.

Since April 2018 parental and family exclusion from the home has once again become the largest cause or threat behind homelessness in Barking and Dagenham, with 246 cases registered by October.

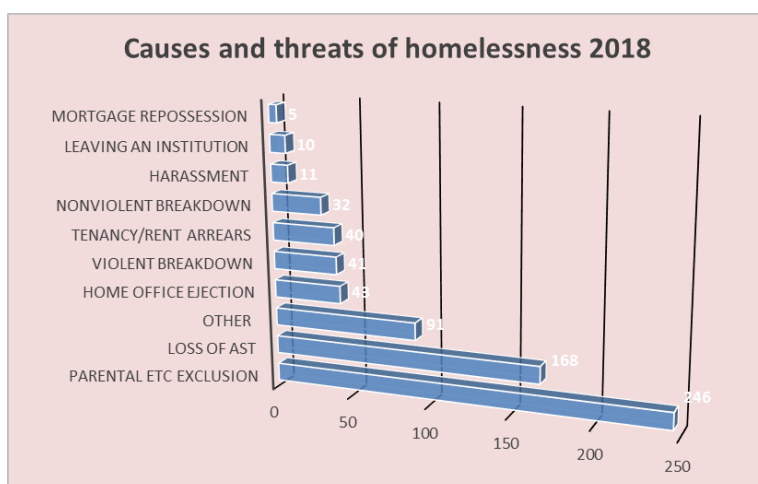


Fig.3: Reasons for threatened or accepted homelessness since the introduction of the HRA17 – April/Sept 2018. Internal records, Community Solutions

This is followed by the loss of private rented tenancies caused by evictions, numbering 168 cases.

The ejection from holding accommodation by the Home Office of asylum seekers granted refugee rights now constitutes the third biggest reason for homelessness and locally, the highest level on record and where we have a duty to assist.

The fourth main cause relates to households leaving local authority care, an institution, hospital or the armed forces, collectively registering between 30-40 persons annually. Homelessness due to

the violent breakdown of a relationship accounted for an average of 45 persons every year until it dropped to 17 in 2016/17 and spiked upwards again to 41 so far in 2018.

We recognise that these are the areas where fresh demand and pressure are arising. Tackling rising levels of housing dispossession, therefore, can only be achieved through early identification, pre-crisis interventions and personalised planning away from the risk of homelessness. So effective prevention planning will ultimately reduce the human experience and financial cost to the Council of homelessness.

By understanding these causes, embedding what already do well and exploring new activities to tackle homelessness we can develop Community Solutions into an exemplar homelessness prevention service. This will break the cycles of homeless demand, reduce the associated financial and human cost and allow us to meet the ten-point challenge requirement to become a Gold Standard local authority in this field.

We will benchmark our progress by committing to:

- Reducing the number of homeless approaches through early identification of those at risk and fostering resilience
- Reducing the number of formal homeless acceptances through pre-crisis interventions
- Obtaining Gold Standard accreditation by developing an exemplar homeless prevention and advice service

Reducing homeless incidences through early identification of those at risk:

Our whole early intervention model is based on helping people help themselves

by identifying and resolving the root causes of their problems before they become critical. Community Solutions incorporates housing, employment, family support and financial advice services working as one to deal with the challenges of clients presenting themselves to the Council. It provides different levels of support throughout a resident's journey but aims to resolve, prevent and mitigate problems before they escalate.

This offer includes improved digital access for customers; high quality information, advice and personalised planning to provide positive and affordable outcomes for clients and delivering sustainable housing options and solutions for all who require our assistance.

Our Community Solutions advisors, in collaboration with services such as Care and Support and third sector partners such as Care City and Citizens Advice, can target those most at risk and those who are most vulnerable including those progressing through our Troubled Families Programmes, Multi-agency Safeguarding Hub (MASH) or Adult Intake teams. All customers are either prevented from becoming homeless or found accommodation if they are already homeless.

Our adoption of a person-centred housing and support approach through individual plans ensures effective information and advice is available at every stage to maximise positive outcomes for those who could potentially become homeless. Building up resilience among residents so they can withstand the pressures and challenging circumstances they face is also a central feature.

Delivering a much stronger focus on self-resolution and being far more honest about the prospects of obtaining council housing will encourage residents to be realistic about their housing choices and avoid ill-informed and costly decisions.

The establishment of the Homes and Money Hub – part of the Community Solutions offer working in partnership with the voluntary sector and Jobcentre Plus – allows for a much smoother prevention journey for clients who are in debt and arrears, which could ultimately risk homelessness. Pathways into employment and training and assistance in maximising income sits at the heart of what we continue to offer.

Access to employment, skills and training

We also recognise employment, education and the development of skills are critical to ending the cycle of homelessness and poverty. Access to higher skills and higher incomes increases the chances of tenancy sustainment or retention of home ownership. So, we will continue to work with the Adult College, Barking and Dagenham College and Jobcentre Plus to

support clients through pathways into training, education and employment, ensuring that our professional advisors assist residents in making informed choices about the benefits of work and help with claiming in-work entitlements.

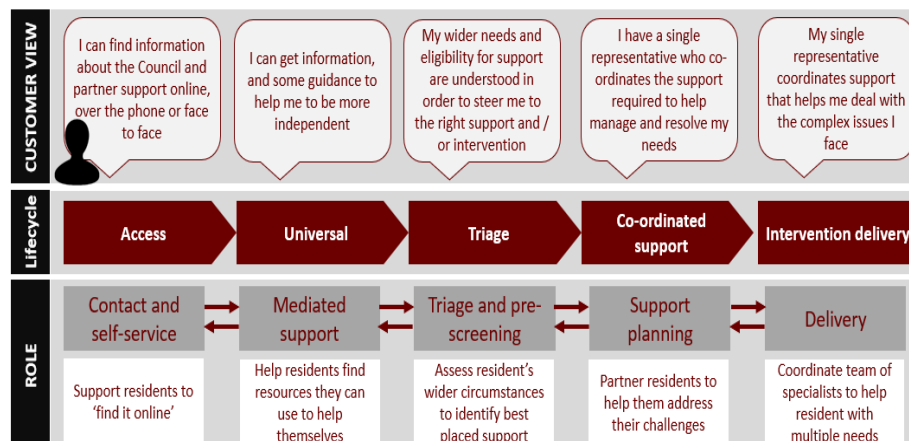


Fig.4: Community Solutions model

Income maximisation and discretionary funding

Underpinning our strategy is keeping people in their homes in the first instance and this usually begins with identifying those most at risk, such as clients with money problems.

We will always seek to maximise the income of residents and ensure that they are accessing all the benefits to which they are entitled. Where appropriate we will consider discretionary funding to support those residents willing to help themselves sustain their tenancies and avoid the risk of homelessness. This may be through Universal Credit advance payments and Discretionary Housing Payments (DHP) for those customers actively seeking training or work.

These services remain vital to clients in need of income support or access to DHP to sustain their tenancies and as of October 2018, there were 1,286 DHPs awarded in Barking and Dagenham.

Realistic housing choices

We also appreciate there is a need for an honest message on the 'housing offer' that is available to local residents. We will ensure that residents are clear that a homeless application is not a direct pathway to accessing social housing. With a significant number of recent HRA17 applications claiming parental ejection or exclusion by another in the household, we have to develop a direct, clear and resolute housing message, including highlighting live statistics on waiting times to customers and where appropriate bold marketing materials which are realistic about housing choices informing residents before making an approach. This is critical in managing expectations, especially those of younger, single residents. We will notify households about the unattractiveness of a long stay in temporary accommodation and the remote likelihood of obtaining social housing. We will also explore the resumption of school visits to discuss homelessness prevention with 15-16 years olds and are in talks with

local schools to evaluate how this can be mainstreamed into the PSE curriculum.

Discharge planning for vulnerable people

The discharge planning of vulnerable people leaving local authority care, leaving hospital, being demobbed from the armed forces, ex-offenders released from prison and refugees being ejected from Home Office accommodation is also an area requiring more robust action. During 2018, 53 people in one of the above categories were owed a rehousing duty, suggesting that in a minority of cases, transition arrangements to future housing options had not worked effectively.

We will be seeking dialogue and refreshed protocols with the Home Office, Her Majesty's Prison and Probation Services and internal teams about early support for clients transitioning to the community. Homelessness prevention must become a core component of our partners discharging arrangements, particularly as a person's departure date is often known well in advance. It is essential that housing services are liaised with at the earliest opportunity to ensure appropriate accommodation arrangements can be found before a case of homelessness is triggered.

We aim to trial a Critical Time Intervention (CTI) pathway for clients being discharged. This involves a four-phase housing-focused support model including rapid rehousing; initial intensive case management at transition to ensure the resident has the necessary support for a smooth set up in the new home; an adjustment period by which the client can settle-in and support becomes less intense before a final phase of independent living with the appropriate long-term support and care services. Trials of this approach have produced exceptionally high sustainment rates with few cases of abandoning the property or homelessness recurring.

Reducing the number of acceptances through early and pre-crisis interventions:

Knowing who is most likely to be at risk of homelessness is one method of trying to model, predict and head-off demand before it materialises. However, there will be circumstances where an imminent crisis is building and we need to provide robust, quality information, support and advice that can prevent it from escalating into the reality of homelessness. This often includes advice on current housing options, assistance with debts or rental arrears and diffusing problems between the resident and the property owner, essentially ensuring that the resident keeps the current roof over their head.

Universal Credit and preventing rent arrears and evictions

We know that there are currently 5,014 claimants on Universal Credit in Barking and Dagenham with more than a thousand being council tenants. 63% of those tenants are in rent arrears at an average of £1,152 per household. So far, the numbers claiming Council Tax Support have dropped as delays in confirmation of Universal Credit and inaccurate information have gummed up the system.

It is imperative that we work partners like Jobcentre Plus to ensure claims are processed accurately and that Housing Benefit payments are paid swiftly to an agreed target. This should reduce the threat of rising rental evictions, which accounted for 40 cases over the course of the year. While a numerically small cause of homelessness, it could easily rise without teams working to resolve housing benefit queries, Universal Credit delays and identifying general rent arrear patterns.

Community Solutions already liaises with My Place landlord services on the Rent Arrears Eviction Panel to head-off cases which could result in homelessness but recognise that the problems posed by the

further roll-out of Universal Credit will demand more focus on council tenants who fall into rent and Council Tax arrears. This now forms part of our early identification process.

However, we still need to develop closer links with our registered providers and housing associations which collectively own more than 5,000 social landlord properties. In partnership with providers we will develop a protocol setting out the triggers and measures to prevent evictions through rent arrears and the roll-out of Universal Credit. The protocol will require partners to evict only in the last resort and only where the resident refuses to seek support or advice from the Council, voluntary sector or equivalent housing association services.

Pathways into the private rented sector

The Council is proactively encouraging private rented sector pathways (PRS) away from homelessness as a preventative measure. By being realistic with clients about their options, what is actually available and what they can afford we have successfully encouraged 237 households to move into the PRS as a means to prevent their homelessness and we will increase the number of clients assisted onto such a pathway.

Providing honest information about the prospects of obtaining social housing is essential in encouraging customers to recognise that PRS is the most likely solution for their housing need. Clients will be advised to visit trusted letting agents to find affordable private tenancy options and they can also utilise HomeFinder to locate cheaper properties out of borough. This service acts as a national housing mobility scheme, sourcing accommodation for all types of households, including social tenants, who are homeless or threatened with homelessness.

We currently assist residents in calculating what they can afford when searching for a suitable property and encourage them to take responsibility for the search for their

own accommodation as part of their personal plan. However, we will explore the use of a real-time affordability mapping tool similar to that employed by the London Borough of Brent. The product helps residents to understand what housing options they have in the private rented sector. The tool matches their income, LHA rates and average rent levels for their chosen areas against what is physically available to privately rent across the country. Similar products have helped people to take ownership of their relocation and honestly appraise what is genuinely affordable for them.

'Prevention Funding'

Keeping people in their properties avoids having to fund the cost of expensive emergency accommodation and thereby preventing homelessness. We will therefore maintain the Prevention Fund, generally restricted to a maximum of £2,000 per case, and use it to deter the threat of homelessness by topping-up a gap in the rent or clearing small arrears for clients at risk. Our Rent Deposit Scheme and Prevention Fund has spent £873,756 in this financial year and New Burdens Funding is expected to provide an additional £426,000, helping 338 households from becoming homeless.

We will revisit our approach to professional mediation with the aim of reducing the number of homeless clients threatened with parental exclusion. An enhanced mediation offer, providing conflict resolution in the home, could delay exclusion where the client can be assisted on a journey into the PRS.

Personal planning and repeat homelessness

Breaking revolving cycles of homelessness is one of the aims of the Community Solutions model. Historically, we have not been able to use our IT systems to identify clients who routinely make repeat approaches for homelessness. Using our new Civica tool, we will be able to determine those coming

back through the system who find themselves again with no fixed abode. This will allow us to specifically target clients who require far more intensive personal planning and support.

This underlies our commitment to improve the use of personalised housing plans, allowing those who are homeless or threatened with homelessness to sign-up to key commitments to help themselves prevent the loss of their accommodation while working with them to resolve the root causes of their problems.

Life-skills and tenancy training

Coupled to this is a requirement to cultivate resident resilience in the face of personal hardships and this includes a new commitment to roll-out tenancy sustainment training.

Many residents who approach us with housing needs also require additional support with life-skills or confidence to manage their finances and sustain their tenancies.

As a result, we will provide a life-skills and tenancy training programme with the Adult College, to ensure our clients understand their tenancy rights and responsibilities as well as budget properly and prioritise prompt payments of rent. This will be a prerequisite of individual personal plans for most homeless approaches and for those who we have supported into housing with a Private Rented Sector Offer (PRSO). Making clients 'tenant ready' will reduce the number of homeless incidences caused by rent arrears and loss of assured shorthold tenancies. A well organised tenancy training programme should ensure that more than 90% of clients are still sustaining their tenancies for longer than a year later.

Developing Gold Standard services:

We aspire to providing a seamless customer journey for our residents. By providing digitally accessible services, the highest quality advice, information and prevention support we will strive to develop an exemplar service in preventing and tackling homelessness. We will seek to continuously improve our homeless prevention and alleviation offer for our residents.

We are committed to developing a Gold Standard service, recognised by the National Practitioner Support Service (NPSS). The borough needs to meet ten local challenge targets which thread together multiagency actions to tackle homelessness, support vulnerable households, work with the private sector, engage with the voluntary sector and provide pathways out of homelessness for all client groups affected. The service will start to bench-mark its provision using the Gold Standard self-assessment toolkit in 2019.

Having overhauled our IT systems, we will deliver an enhanced online housing options portal for customers to access information, guidance and personalise their planning for housing register, choice-based lettings and homelessness queries. At the same time this will allow us to update and integrate Community Solution's information management capabilities for smoother decision-making by our housing options advisors.

Over time we will seek to build further on digital improvements to provide customer insight and predictive modelling. Working with our Data Insight team, we are extrapolating information to model a much clearer view of our residents, who they are and their needs in a bid to make assumptions about future trends and demands on the service.

Priority 2: Reducing temporary accommodation through permanent housing solutions

Addressing costly temporary accommodation

Providing permanent, long-term housing solutions for local residents is pivotal to reducing the numbers of people in temporary accommodation.

People are languishing in TA for far too long and at a high cost. A movement away from short-term fix accommodation to a proactive discharge policy into permanent homes will allow for better outcomes for our residents and greater sustainability of their tenancies. It will also allow the Council to contain costs and recalibrate the stock we currently use which in turn can generate savings that could be reinvested into prevention activities.

We therefore propose to:

- Reduce overall TA numbers through prevention and securing sustainable permanent housing solutions through a range of sources
- Eliminate the use of all high-cost, low-quality accommodation
- Enable a cost-neutral temporary accommodation service by 2023

As illustrated earlier, the significant rise in homeless acceptances paved the way for a burgeoning demand for emergency and temporary accommodation. Historically, the flow of households into TA dwarfed the modest numbers leaving it. This caused bottlenecks in the system, leading to fruitless searches for cheap accommodation in the locality and the procurement of expensive, unsuitable

accommodation such as nightly lets, all adding to the Council's cost pressure.

The overall number of households in temporary accommodation rose steadily between 2014 and 2016, rising from 1,188 to 1,317. In comparison to other London boroughs Barking and Dagenham's numbers ranked in the lower quartile of statutory homeless households in TA. However, the impact of welfare reform led those numbers to soar to 1,837 households by the end of 2016/17 and at its peak, to 1,904 by quarter 3 of 2017/18. The number of households in TA either rose or remained static for 10 consecutive quarters until it started a gentle decline in late 2017.

	1 bed	2 bed	3 bed	4 bed	5 bed	Total
(a) Existing Supply - EA						
Bed and Breakfast	0	0	0	0	0	0
(b) Existing Supply - TA						
Nightly Lets (In Borough)	0	1	2	0	0	3
Nightly Lets (Out of Borough)	0	2	2	0	0	4
HMOs (Various - In Borough)	0	0	0	0	0	0
HMOs (Romford Road - Out of Borough)	1	0	0	0	0	1
HMOs (Mother and Baby Unit)	0	0	0	0	0	0
PSL (In Borough)	137	303	247	114	1	802
PSL (Out of Borough)	83	172	181	53	1	490
The Foyer	89	0	0	0	0	89
Council Stock	71	76	82	1	0	230
Hostel 1 - Riverside	20	0	0	0	0	20
Hostel 2 - Butler Court	59	0	0	0	0	59
Hostel 3 - Brocklebank	45	1	0	0	0	46
Hostel 4 - Boundary Road	23	0	0	0	0	23

Fig. 6: Temporary accommodation portfolio – September 2018

The Council uses a varied mix of temporary accommodation to fulfil its statutory duty including council-owned and managed hostels and short-life housing on estate renewal projects.

The bulk of TA is composed of self-contained rented properties licensed in the private sector (PSL), the cost of which is expected to cost the Council's General Fund £2.6m this year. For an average three-bedroomed property this represents a cost to the Council of £5.27 per night.

The use of bed and breakfast (B&B) and expensive Houses in Multiple Occupation (HMOs) has been dramatically scaled-back over the last year with emergency B&B numbers falling to zero since the introduction of the HRA17.

However, there remain some expensive nightly lets in the portfolio and we are still too reliant upon some relatively poor-quality forms of PSL accommodation.

The lack of a more structured move-on strategy for households in local temporary accommodation has also meant that on average twenty-six per cent of clients are placed in TA outside of the borough due to a lack of suitable, affordable accommodation in Barking and Dagenham. In 2017/18 the average waiting time for residents in TA who bid for social housing through Choice Based Lettings was 19 months. It was 30 months for those waiting for a direct offer of social housing from the Council. Although there were very few B&B clients during 2017/18, the average stay in this type of accommodation was four weeks. Clients placed in hostels stayed on average 3 months.

That aside the total number of households residing in TA has fallen as the numbers being discharged from TA have picked up pace. Total new households being placed in TA has also dropped setting the Council on a course of reducing the size of its temporary accommodation portfolio. There is also a recognised need to improve the mix of accommodation, shifting away from those that are lower quality and higher cost.

While prevention activities are dampening the need for fresh TA supply, a more determined approach of discharging our homeless duty and settling people into permanent accommodation has to be at heart of this strategy and our annual temporary accommodation plan. Both of which aspire to lower overall numbers in TA and achieve a cost-neutral temporary accommodation service over the coming years.

A cost-neutral, rationalised and quality TA sector by 2023

The Council's most significant homelessness cost is the subsidy which covers shortfalls in rent for temporary accommodation. Our ambition to move to a cost-neutral temporary accommodation service by 2023, will include a significant reduction in our suite of 1,292 private licenced properties to a TA portfolio of just 500 by the time this strategy expires.

By 2020 we aim to convert up to 200 current licence arrangements into sustainable tenancies so that the homelessness duty owed to residents can be successfully discharged. To support this initiative, we are bidding for Government grant under the Private Rented Sector Access Fund. Landlords will be offered upfront half of the annual shortfall costs which the Council would otherwise subsidise on a monthly basis, plus a security deposit in order to convert the licences into 24-month assured shorthold tenancies.

Several TA suppliers have indicated an interest in supporting this venture and we have guaranteed that our Homes & Money Hub will work with the chosen tenants and provide tenancy training thereby maximising their incomes so they will eventually be in a position to afford their own rent in full. We have identified 200 households in secure employment and this grant funding will allow the Council to avoid the cost of a rent deposit and the monthly subsidy, amounting to a total saving of £925,000.

We are also keen to explore further opportunities for modular build sites where appropriate and increase the number of quality bed spaces in existing hostels. We are due to deliver additional TA through high quality prefabricated modular build units at sites at Wivenhoe Road and Weighbridge. These are expected to provide 116 extra units of TA by the end of 2019 and we are looking for sites to deliver more. In tandem we have recently

completed the expansion and refurbishment of new hostel spaces at Boundary Road for clients with complex needs and we will look for further opportunities to develop hostel spaces and utilise hostel sites with developable land where it is viable to do so.

We will also maintain our policy of using short-life dwellings on Council estates decanted for regeneration. This has proven to be a cost-effective option for TA, however, we will no longer use stock which is found to be of poor quality and therefore aim to devise a quality standard that will apply to our future use of such units. We aim to increase the number of lets in these properties from 230 to 300 by 2019.

Coupled to our efforts to drive down the costs of TA, we aim to become an initial pioneer in the establishment of Capital Letters, a not-for-profit pan-London company supported by £34m of government grant, which aims to alleviate borough costs for providing accommodation and iron-out the historic dilemma of boroughs out-bidding their hosts for properties. By April 2019 we propose becoming one of the initial partners of the scheme, allowing us to access a higher grant subsidy for each property. This is exclusively open to applicant boroughs who join in Year 1 and because the company will be able to offer landlords 100% Local Housing Allowance as opposed to the current 90% TA-rate imposed on boroughs, it will also allow the Council to transfer properties into the scheme with an estimated saving of £160,000 by Year 2.

Capital Letters will collaboratively procure new properties for TA, the discharge of the homeless duty and homelessness prevention on behalf of London boroughs supported by government funding. It is intended to have a deflationary effect on procurement and allow a more rational allocation of supply across London. It will be possible for Barking and Dagenham to secure more PRS and leased properties nearer to the borough, allowing homeless clients to maintain a local connection.

Eliminating high-cost, low-quality accommodation

Until 2017, the lack of easily sourced emergency and temporary supply led to the Council procuring expensive shared or nightly-rate accommodation to satisfy its statutory duties. In 2017/18 alone 47 households using such accommodation cost the Council £270,000. However, with better prevention activity and a determination to relinquish this type of let, we have managed to drastically curb their use.

There have been zero placements in B&B over the last year allowing the Council to meet Government targets on not placing families in such accommodation for more than six weeks. Likewise, we have succeeded in reducing the number of households in expensive nightly lets and HMOs. We are pledged to end their use by 2019 and avoid these altogether thereafter.

Connected to this, we will continue to hold regular proactive case reviews for the households with the most complex needs and who have been for long periods in the most expensive accommodation, assisting them to find genuinely affordable, suitable and permanent housing.

We will accelerate the number of move-on cases into permanent accommodation, generating savings and eliminating expensive lets which are no longer required. We will become more robust in the auditing of TA households, to deter suitability of accommodation challenges, to detect fraud and proactively assess clients ability to move-on. We are currently committed to auditing 10% of our portfolio each year but this will incrementally increase each year until we meet the London average of 50% by 2023.

Moving people out of TA into permanent accommodation

Fostering a sense of resilience and self-resolution is equally important for those

households who have found themselves in emergency and temporary accommodation. Preparing households leaving their temporary lodgings is at the centre of residents regaining control of their lives and responsibilities. Being realistic about the housing options available is a major part of that process.

Some households will eventually, where circumstances require, receive a direct offer or successfully bid for an available social let, but the likelihood of a council housing offer for most will remain remote. With an average of 1,800 households in TA over the last few years, only 239 moved-on into social housing during 2016/17; 192 in 2017/18 and 244 so far throughout 2018/19.

Just as with homelessness prevention cases, we are keen to promote PRS pathways out of homelessness for our clients. This can be through private rented sector accommodation in Barking and Dagenham which the household can afford or it can be an affordable property sourced elsewhere as part of a relocation package.

We will accelerate the number of Private Rented Sector Offers (PRSOs) we use to bring our homelessness duty to an end. Part of this programme is behind our bid to convert PSL licensed properties into tenancies and we will do our best to source private accommodation in Barking and Dagenham for other households. However, we will discharge our duty with placements outside of London where suitable and affordable accommodation cannot be found locally.

Utilising partnerships with providers like Cedar House Solutions, we have provided attractive, affordable relocation offers to clients in places such as West Yorkshire, while encouraging customers to positively consider the benefits of properties in more affordable areas to help relieve their homelessness. Implementing our PRSO policy, we will assist the smooth relocation of clients with accompanied viewings, tenancy sustainment training and supply a

new comprehensive directory of their resettlement area covering transport networks, health and educational services; community facilities and employment and training opportunities.

There are also housing options through Reside, the Council's arms-length company, created to recognise the need for affordable market rented properties for working households who have little chance of accessing social housing. We are currently amending the Council's allocations policy to make it easier for those households to access affordable rents at 65%-80% of market rates. This will ensure that working families do not have to languish in TA, waiting years for social housing, and switching them to an offer available with Reside.

Developing new-build affordable homes

While alternative routes into secure housing are vital, the Council remains committed to its own affordable new-build programme through BeFirst, its development arm, and will continue to work with developers and registered providers to maximise the number of social and affordable lets on their sites.

The London Plan expects 2,264 new homes to be built in Barking and Dagenham each year between now and 2027, with a requirement that at least 35% of these are affordable (i.e. a mix of council comparative rents and sub-market, intermediate rents or shared ownership).

Supported housing pathway for vulnerable households:

Significant numbers of people who become homeless lose not only their accommodation but have a specific vulnerability or complex need, whether that be a mental, physical or learning disability, a history of substance and alcohol abuse; the scars of domestic abuse or new immigrant households with no recourse to public funds. We need to ensure that their pathways out of

temporary accommodation are smooth, sustainable and prevent recurring bouts of homelessness.

We have commissioned a project, involving services across the Council, to better understand the housing offer and pathways for vulnerable households, including those at risk of homelessness. This focuses on care leavers, older peoples, adults with mental health and learning disabilities, substance misusers and survivors of domestic abuse. This will report back in the first half of 2019 on the supply and demand issues and analyse the referral routes and protocols into specialist, supported and general needs housing with recommendations on the nature of the overall supported housing offer.

We are also mindful of the new duty, which came into force in October 2018, for public authorities to refer homeless clients known to their services. Anticipating the fresh demands this will bring we must ensure that those with complex needs are appropriately supported and suitably accommodated, reviewing all of our protocols and support arrangements for vulnerable households who are homeless.

We are dedicated to working with the array of public health services and intervention programmes to assist multiply excluded clients, rough sleepers, mental health clients and numerous other individuals identified as vulnerable. We will also seek to improve our role in working with the voluntary sector in providing advice and referral services.

Priority 3:

Ending rough sleeping

Halving rough sleeping by 2020 and eliminating by 2023

We recognise that despite having very low rough sleeping estimates in comparison to most London boroughs, the Council still needs a more proactive response to tackling the problem. This is in line with the Government's Rough Sleeping Strategy to halve street homelessness by 2022 and eradicating it by 2027.

We are therefore committed to:

- Ending rough sleeping by 2023 through a proactive policy of identification and adopting the No Second Night Out model
- Utilising government funding to support new rough sleeping prevention programmes

In November 2018 we conducted our first annual street count for two years and only the second in thirteen, having been previously reliant upon the street population data recorded by the CHAIN project which estimates rough sleeper populations. The CHAIN data suggested that we had 40 people sleeping on the streets during 2017/18, while our most recent assessment found 20 full night shelter beds and 9 people on the street, tallying to 29 rough sleepers in all.

However, we believe these numbers are an underestimate which do not capture hidden homelessness, female homelessness and sofa-surfing. Anecdotal evidence from local partners tackling rough sleeping suggest that the night shelter beds are always run to capacity all year round and charities based in Vicarage Fields which provides meals for 150 people per week with an estimated 90

people redirecting their post to the service suggesting a lack of fixed abode.

Understanding the depth of this problem, which has become starkly more visible in Barking Town Centre and Dagenham Heathway, requires a dedicated resource to coordinate partnership working. We have set aside £50,000 of funding to resource an officer who can help co-ordinate our links and working with outreach, support services, shelters and the voluntary sector to alleviate rough-sleeping in Barking and Dagenham. We will halve rough sleeping in the borough by 2020 and eliminate it by 2023.

Working with partners we have now reinstated the annual Street Count and where resources allow we will carry out further random street counts to assess and assist roofless individuals in hotspots around Barking Town Centre, the Abbey and the Heathway. This will provide a far more accurate identification of the levels of street sleeping in the borough than any other measure we have used to date.

We will continue to promote StreetLink through our briefings and communications so that members of the public can report suspected rough sleepers and trigger an alert to our outreach partners who can assist in a timely manner as well as ensuring our Severe Weather Emergency Protocols (SWEP) continue to reflect the needs of rough sleepers.

In alliance with local delivery partners such as Thames Reach, St Mungos and the East London Housing Partnership we will introduce a No Second Night Out model of service delivery for rough sleepers ensuring that anyone sleeping on the streets for the first time is prevented from sleeping out for a second night and that nobody has to bed down outdoors in

freezing conditions during the winter. It aims to provide a rapid response to new rough sleeping, based on better intelligence and public awareness; link those who migrate to Barking and Dagenham back into services where their local connection means they are most likely to sustain a life away from the streets; provide a single offer based on the assessment of each individual's needs, which means no-one need spend a second night out on the streets. This will require the Council to proactively identify new rough sleepers on a regular basis and utilise existing assessment and housing hubs through East London Housing Partnership sub-regional arrangements

support for street homeless people with multiple and complex needs.

New rough sleepers should be identified and helped off the streets immediately so that they do not fall into a dangerous street sleeping lifestyle, providing a place of safety where their needs can be quickly assessed and they can receive advice on their options and have access to housing and recovery services.

The health needs of rough sleepers are also paramount. The last set of street counts found that between 30-40% of the borough's rough sleepers suffered from drink, drugs or mental health problems, some of them with high needs. We will ensure that the appropriate outreach and support provision is offered and we will renew a concordat that was in place with the primary health care services which provided a referral route to appropriate health services for rough sleepers, including registration with a GP. This arrangement ended in 2011 with the transition to clinical commissioning groups.

Bolstering our efforts to alleviate rough sleeping, we will bid for funding through the Government's Rough Sleeper Strategy 2018, including jointly with the ELHP where this supports sub-regional needs. We will continue to explore with partners how we can deliver some permanent accommodation for people straight from the street – an unconditional offer of independent housing alongside intensive

Appendix 1:

Summary - Homelessness Review 2013/18

1. Introduction

Each homelessness strategy requires a statistical overview of key trends and data as part of the requirements of the Homelessness Act 2002. This includes an analysis of the information submitted to Government annually through the P1E and H-Clic statistical returns. This monitors acceptance rates, decisions, reasons for homelessness and equality impacts data. The review also looks at the top-line facts relating to prevention tools to date, rough sleeping figures and a brief overview of temporary accommodation.

2. Key trends overview

The impact of welfare reform, the loss of private rented properties for temporary accommodation, the low annual turnover of available council properties and undersupply of genuinely affordable housing has underpinned the landscape of homelessness in Barking and Dagenham for the last five years.

This led to an unprecedented demand for accommodation from homeless households. At its watershed in 2015 the Council received 1,811 homelessness applications. The Council accepted a duty to rehouse 53% of applications (941 households) as opposed to just 30% five years before that (199 households), representing one of the highest acceptance rates in the capital. Although this trend has modestly reversed in the last few years and only 14% of homeless approaches have resulted in a housing duty this year so far, the number of approaches has risen once more, following the introduction of new duties under Homelessness Reduction Act 2017 (HRA17).

The main causes of homelessness – loss of private rented tenancies and exclusion from the home by families or others - continue to be driven by welfare reform and housing market conditions. Private sector rents in Barking and Dagenham have increased by 42% since 2011 while wages have risen by only 2% over the same period and the roll-out of Universal Credit to 5,019 residents poses similar tenancy sustainment challenges as did the first wave of welfare reform in 2011/12.

With only two quarters of data available, it is too early to assess the overall effect of the HRA17 and the third phase of welfare reform. However, the text below summarises the main statistical overview recorded under the P1E system during 2011/18 and providing a snapshot of the current state of homelessness recorded through H-Clic since new legislation was introduced.

3. Homelessness approaches and acceptances

A review of homeless approaches and acceptances allows us to measure the amount of demand on homeless services. It highlights the number of people making inquiries about potential homeless crises and records how many are entitled to be rehoused by the Council once it has found them to be eligible for support.

Until 2012/13 the number of homeless approaches had been under 700 a year. Those eligible to be rehoused by the Council averaged under 200 a year. However, the impact of

welfare reform, benefit caps and LHA freezes coupled with a lower turnover of council houses, and a retreat from the PRS of cheaper lets saw the number of homeless approaches rise by 37% and acceptances almost quadruple to 941 by 2015/16. It represented the highest rate of acceptances per 1,000 households in the capital. From 2011/12 to 2016/17 roughly half of all households making a homeless application were found to be owed a duty, culminating in the Council having to find emergency and temporary accommodation for 3,964 families.

An independent diagnostic service review of our housing advice services in March 2016 found that the Council's ambition to reduce the number of homelessness acceptances and demand for temporary accommodation was being frustrated by an unresponsive service model in place at the time. As a result, a stronger focus on self-resolution and being upfront about the prospects of obtaining council housing were adopted to encourage residents to self-help and be realistic about their housing choices. This led to a 28% fall in formal homeless approaches in 2016/17 and a 42% reduction in households owed a rehousing duty.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Accepted as homeless	199	664	853	764	941	543	512
Intentionally homeless	12	49	76	137	136	183	113
Homeless but no priority	197	46	82	425	557	329	172
Eligible but not homeless	128	324	336	275	171	194	227
Ineligible	27	58	100	167	93	99	83
Total decisions	563	1141	1447	1768	1898	1348	1107
Annual change in acceptances		+234%	+28%	-10%	+23%	-42%	-6%

Fig. 1: DCLG Live tables on homeless approaches and acceptances - 2018

The number of approaches and acceptances followed a more modest decline up to the introduction of the HRA17 on 1 April 2018.

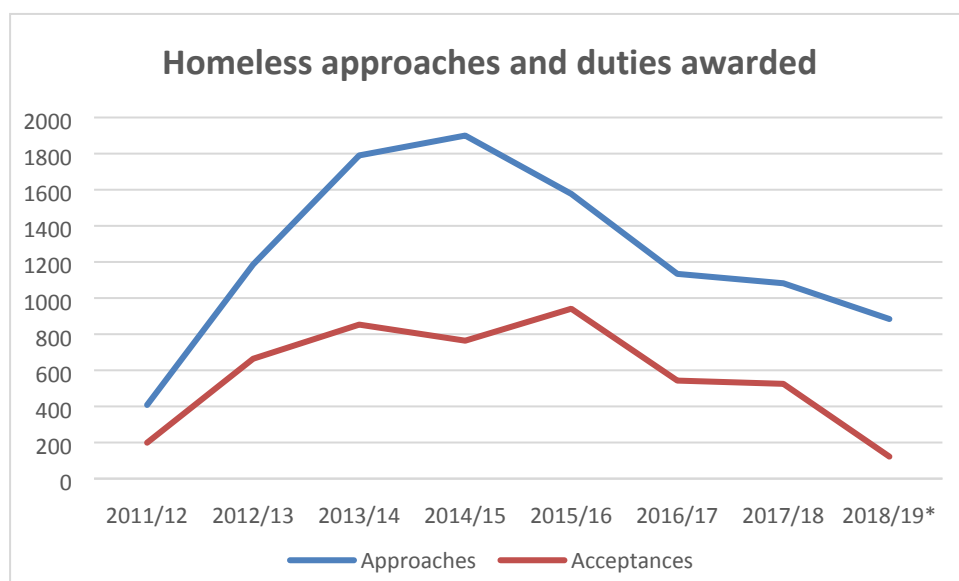


Fig.2: DCLG Live Tables on homeless approaches and acceptances - 2018

However, the new legislation has changed the way the Council needs to interpret and respond to homeless approaches or applications. The new duties require us to prevent and relieve homelessness within 56 days before we are legally obliged to exercise the main duty to rehouse a resident. This shift aligns very closely with the aspiration for Community Solutions to proactively manage demand through early intervention and prevention while building resident's independence.

Since the introduction of the HRA17, the Community Solutions model is managing demand more effectively despite the new pressures. Although there are only two quarters of information for the current period, there have been 884 approaches to date which could have become or potentially could still result in a main housing duty as an outcome. However, 48% of those cases (422 households) have been prevented from becoming homeless and progressing to a formal application while only 14% of cases (122) have closed with a housing duty being owed by the Council.

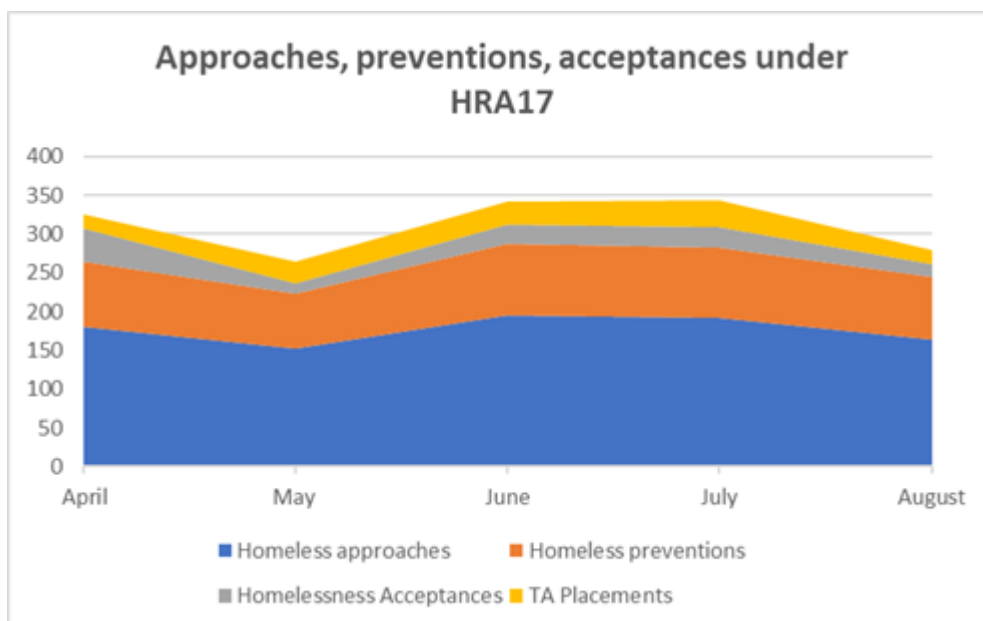


Fig.3: LBBD Community Solutions Vital Signs Dashboard 2018

4. Main causes of homelessness

Identifying the main causes of homelessness enables us to build early intervention services which prevent escalations of residents presenting themselves to the Council and needing to be rehoused.

It is worth noting that the review found exclusion from the parental home, by a partner or by another family member was the largest cause of traditional homelessness until the period of welfare reforms. Those changes led to a significant spike in homelessness. This was caused by the loss of assured tenancies in the private rented sector (PRS), as landlords retreated from the market or sought tenants who could pay higher market rents. This has continued to be the largest reason for homelessness to date.

Reason	2013/14	2014/15	2015/16	2016/17	2017/18
Family ejection	342	300	273	127	121
Loss of PRS tenancy	296	336	505	324	283
Non-violent relationship breakdown	15	16	25	11	9
Violent relationship	48	44	43	17	14
Harassment	7	1	2	1	1
Mortgage arrears	20	6	1	4	0
Rent arrears	23	10	22	10	8
Leaving institution	32	43	57	35	42
Others	25	8	13	14	29

Fig.4: DCLG Live tables on causes of statutory homelessness 2018

In 2011/12 there were only 47 homeless households owed a duty due to losing their PRS tenancies. By the watershed year of 2015/16 that increased by almost eleven-fold to 505 households. It has frequently accounted for almost 60% of cases. Under the new HRA17, the loss of ASTs still accounts for the second largest cause of homelessness to date, but parental exclusion has returned as the biggest factor of threatened homelessness.

The third main cause of homelessness relates to households leaving care, an institution or the armed forces, collectively registering between 30-40 persons annually. Homelessness due to the violent breakdown of a relationship accounted for an average of 45 person every year until it dropped to 17 in 2016/17.

Under the HRA17, parental and family exclusion, at 246 cases, has become the largest cause of or threat of homelessness, followed by the loss private rented tenancies, numbering 168 cases. The ejection from holding accommodation by the Home Office of asylum seekers granted refugee rights now constitutes the third biggest reason for homelessness. At 43 cases this is the highest level on record as a result of Government policy.

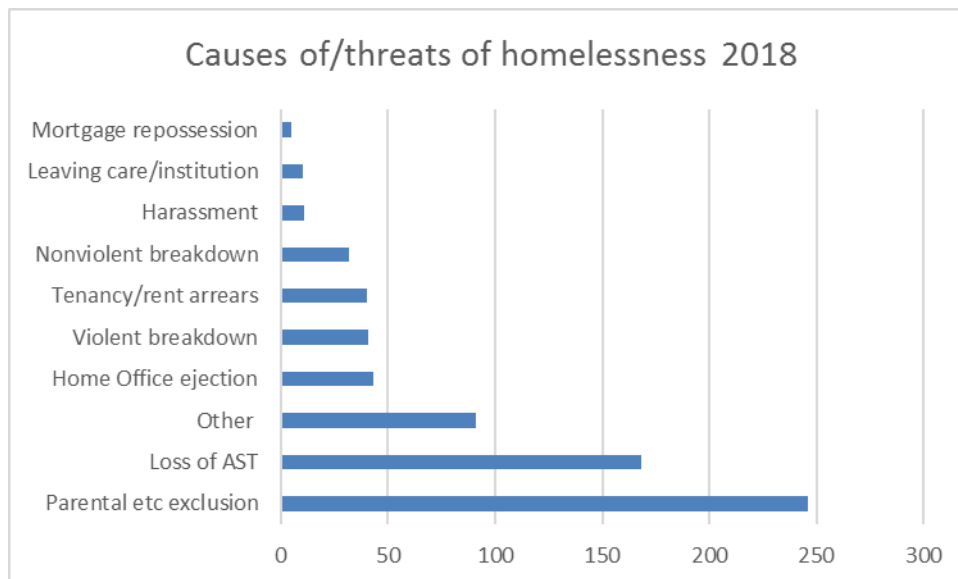


Fig.5: Community Solutions internal records – causes and threats of homelessness Q1/Q2 2018/19

To be accepted as statutorily homeless and receive housing assistance from the local authority, residents must have an established priority need, defined under the Housing Act 1996 and subsequently amended to include those leaving care and the armed forces. The following table shows until April 2018 the main qualifying priority need for those owed a housing duty, although some customers may have had multiple qualifying needs.

Households with dependent children or pregnant women consistently ranked as the most significant primary priority need of homeless households.

Main priority need	2013/14	2014/15	2015/16	2016/17	2017/18
Pregnant or with children	628	602	346	268	426
Single people 16-17	0	0	0	0	0
Physical disability	52	46	13	10	27
Mental illness	102	66	30	26	48

Fig.6: DCLG Live tables – main priority need of statutory homelessness 2018

The statistics also reveal that the most significant age profile of those found to be statutorily homeless has consistently been in the group aged 25-44 years of age, with other age groups declining every year from 2015/16 onwards:

Age	2013/14	2014/15	2015/16	2016/17	2017/18
16-24	209	163	208	84	62
25-44	501	469	570	352	335
45-49	116	107	187	95	94
50-64	16	12	10	0	11
65-75	8	12	7	0	0
75+	3	0	0	0	0

Fig.7: DCLG Live tables – age profile of statutory homeless

The table below illustrates the breakdown of ethnicity for statutory homelessness households. Black and African households appear to be disproportionately more vulnerable to homelessness since 2015/16, representing between 40-48% of all cases.

Ethnicity	2013/14	2014/15	2015/16	2016/17	2017/18
White	402	327	381	170	155
Black/African	295	276	362	254	218
Asian	63	71	90	89	92
Mixed	78	74	88	18	33
Other	12	12	0	0	9
Undeclared	3	4	16	0	5

Fig.8: DCLG Live tables – ethnicity breakdown of statutory homeless

5. Prevention activities

Barking and Dagenham has worked with agencies, partners and voluntary sector organisations to produce a notable and collaborative record on prevention work stopping thousands of households from becoming homeless. The table below records the numbers prevented from becoming homelessness or from making a formal application by assisting households to remain in their current properties or find alternative accommodation.

Year	Able to remain in existing home	Assisted in finding alternative accommodation	Total	Prevention rate per 1000	Number of cases where positive action was successful in relieving homelessness	Relief rate per 1000 households	Total cases of prevention & relief	Rate per 1000 households of prevention & relief
2013/14	2376	190	2566	35.43	689	9.51	3255	44.94
2014/15	1947	0	1947	26.38	1362	18.45	3309	44.83
2015/16	2323	96	2419	32.07	1155	15.31	3574	47.39
2016/17	1568	112	1680	21.81	812	10.54	2492	32.35
2017/18	1913	n/a	n/a	n/a	1,321	n/a	3,234	n/a

Fig.9: DCLG Live tables – homelessness prevention and relief

These prevention rates are broken down into the following activities:

	2013/14	2014/15	2015/16	2016/17	2017/18
Sanctuary scheme measures for domestic violence	295	153	136	103	91
Mediation using external or internal trained family mediators	4	4	2	1	0
Conciliation including home visits for family or friend threatened exclusions	7	7	10	0	85
Financial payments for a homeless prevention fund	1	2	0	0	79
Debt advice	0	0	89	20	0
Resolving housing benefit problems	1509	1619	1131	970	1248
Resolving rent or service charge arrears in the social or private rented sector	0	0	36	51	0
Negotiation legal advocacy enabling household to remain in private rented sector	1	1	2	0	262
Assistance enabling household to remain in private or social rented sector	159	159	917	422	146
Mortgage arrears interventions or mortgage rescue	1	1	0	1	0
Total cases able to remain in home	1847	1947	2323	1568	1913

Fig.10: DCLG Live tables – reasons for homeless prevention

6. Rough sleeping

Rough sleepers cover a wide range of ‘roofless’ persons who are either sleeping or bedding down in the open air, buildings or places not designed for habitation. Rough sleepers tend to be in the most vulnerable categories of homeless often becoming so due to long-term mental health issues, crime, destitution, substance misuse or addiction. They have more likelihood of contracting communicable diseases such as tuberculosis or HIV and studies suggest that they live thirty years less than the average member of the public.

In comparison to the rest of London, Barking and Dagenham does not have high levels of rough sleeping but with the sub-region attracting migrants from eastern Europe looking for established communities and links, there has been an anecdotal rise in rough sleepers. Ascertaining a credible baseline for the level of rough sleeping is challenging and local authorities are dependent upon Street Count (a bi-annual 'on the spot' survey conducted by partners agencies to evaluate rough sleeping on any given night) and CHAIN (real time reporting from agencies dealing with rough sleepers like St Mungos an funded by the Mayor of London) reporting to gauge the numbers in the borough:

CHAIN monitoring categorises rough sleepers as 'flow clients' who have had no previous contact; 'returner clients' who have intermittent periods of rough sleeping and use of outreach services and 'stock clients' who tend to be regular uses of outreach support and likely to be permanent rough sleepers.

The socio-economic data of identified rough sleepers is not broken down by borough, but the 2016/17 analysis of 'outer boroughs' (which includes Barking and Dagenham), suggested that 45% of rough sleepers were British, and central and Eastern Europeans accounted for 38.5%. Overall, 63% of all rough sleepers were previously flow clients and had no previous contact with 8% being stock and 13% of returners.

The 2017/18 count suggested that 72% of clients were flow; 20% being stock and 8% returners. 45% had been evicted or asked to leave and 18% cited relationship breakdown. 50% were British and 75% are under 45. Of those assessed around 30% had drug, drink or mental health support needs 12 had left prison; 2 left care and 4 the armed forces 35 were male and 5 females. The following table shows the estimated number of rough sleepers in Barking and Dagenham compared to our sub-regional partners:

Borough	2014/15	2015/16	2016/17	2017/18
LBBB	27	32	49	40
Havering	25	20	31	27
Redbridge	121	222	219	239
Waltham Forest	118	139	82	94
Hackney	155	148	134	94
Newham	221	260	396	418
Tower Hamlets	246	345	445	375

Fig. 11: CHAIN data on rough sleepers

7. Temporary accommodation

The significant rise in homeless acceptances in earlier years paved the way for increasing demand for emergency and temporary accommodation. Problematically, the continued flow of households into TA dwarfed the modest numbers leaving it. This caused bottlenecks in the system, leading to the procurement of expensive, unsuitable accommodation such as nightly lets, all adding to the Council's cost pressure.

The overall number of households in temporary accommodation rose steadily between 2014 and 2016, rising from 1,188 to 1,317. In comparison to other London boroughs Barking and Dagenham's numbers ranked in the lower quartile of statutory homeless households in TA. However, the impact of welfare reform led those numbers to soar to 1,837 households by the end of 2016/17 and at its peak, to 1,904 by quarter 3 of 2017/18. The number of households in TA either rose or remained static for 10 consecutive quarters until it started a gentle descent in late 2017.

The Council has employed a mix of temporary accommodation to fulfil its statutory duty including hostels and short-life housing on estate renewal projects. However, the bulk of TA is composed of self-contained rented properties licensed in the private sector, the cost of which is subsidised by the General Fund to the tune of £2.6m this year. The use of bed and breakfast (B&B) and expensive HMOs has been dramatically reduced over the last year with emergency B&B numbers falling to zero. However, there are some remaining expensive nightly lets in the portfolio and we are still too reliant upon some relatively poor-quality forms of PSL accommodation.

	1 bed	2 bed	3 bed	4 bed	5 bed	Total
(a) Existing Supply - EA						
Bed and Breakfast	0	0	0	0	0	0
(b) Existing Supply - TA						
Nightly Lets (In Borough)	0	1	2	0	0	3
Nightly Lets (Out of Borough)	0	2	2	0	0	4
HMOs (Various - In Borough)	0	0	0	0	0	0
HMOs (Romford Road - Out of Borough)	1	0	0	0	0	1
HMOs (Mother and Baby Unit)	0	0	0	0	0	0
PSL (In Borough)	137	303	247	114	1	802
PSL (Out of Borough)	83	172	181	53	1	490
The Foyer	89	0	0	0	0	89
Council Stock	71	76	82	1	0	230
Hostel 1 - Riverside	20	0	0	0	0	20
Hostel 2 - Butler Court	59	0	0	0	0	59
Hostel 3 - Brocklebank	45	1	0	0	0	46
Hostel 4 - Boundary Road	23	0	0	0	0	23

Fig.12: Temporary accommodation portfolio – September 2018

The previous absence of a more robust move-on strategy for households in local temporary accommodation has meant that on average twenty-six per cent of clients are placed in TA outside of the borough due to a lack of suitable, affordable accommodation in Barking and Dagenham. Prior to HRA17, the average waiting time in TA was 19 months for those applicants who bid for social housing and 30 months for those waiting for a direct offer. Barking and Dagenham has placed very few numbers in bed and breakfast (B&B) but for those clients using such arrangements the average stay was four weeks. Clients placed in hostels stayed on average 3 months

Under the HRA17 there has been a gentle decline in total households residing in TA as the numbers being discharged has picked up pace. The number of households being placed in TA anew has also dropped.

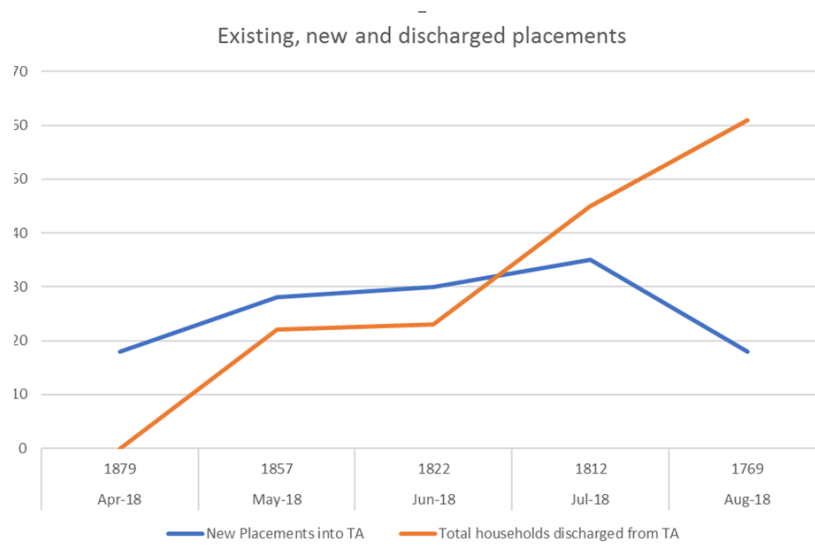


Fig.13: Total numbers, new placements and discharges from TA – internal records

Appendix 2: Equality Impact Assessment

COMMUNITY AND EQUALITY IMPACT ASSESSMENT	
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About the service or policy development

Name of service or policy	Homelessness Strategy
Lead Officer	Neil Pearce
Contact Details	Neil.pearce@lbbd.gov.uk

Why is this service or policy development/review needed?
<p>The Council has a duty to involve users and the public in the development of the borough's Homelessness Strategy and pay due regard to the Public Sector Equality Duty.</p> <p>Within the public sector duty all public authorities are covered by general and specific equality duties.</p> <p>For the general equality duty they must ensure that:</p> <ul style="list-style-type: none"> • Decision-makers are aware of the general equality duty's requirements. • The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken. • They have sufficient information to understand the effects of the policy, or the way a function is carried out, in relation to the aims set out in the general equality duty. • They undertake a continual review of policies or decisions (for example, if the make-up of service users changes), as the general equality duty is a continuing duty. • They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf. • They consciously consider the need to do that which is set out in the aims of the general equality duty, not only when a policy is developed and decided upon, but when it is being implemented. <p>Under the specific duties, public authorities are also under an obligation to publish information to demonstrate compliance with the general equality duty.</p> <p>An Equality Impact Assessment (EIA) is an effective tool which supports the Council meet its public sector duties.</p> <p>By undertaking a continual systematic assessment of homelessness and associated commissioning strategies and in identifying any potential effects or opportunities for positive promotion of equalities for the nine protected characteristics, the Council can embed those values within its priorities and corporate plans.</p> <p>The Homelessness Act 2002 mandates every local authority to review their homelessness and housing advice services every five years, setting out a comprehensive assessment of trends in homelessness. Subsequently the borough is expected to prepare a prevention</p>

Why is this service or policy development/review needed?

strategy charting activities which tackle and mitigate against homelessness over the five year period. As part of the Council's ambition to achieve continuous improvement of its housing advice function, it is also committed to developing a Gold Standard Housing Options service recognised by the National Practitioner Support Service. Accreditation requires the annual appraisal of policies, decision-making and mitigation measures in reducing and preventing homelessness.

The nine protected characteristics are as follows:

- Age
- Disability
- Gender reassignment (identity)
- Marriage and civil partnerships
- Pregnancy and maternity
- Race
- Religion and belief
- Sex (gender)
- Sexual orientation (sexuality)

Barking and Dagenham has developing the first draft in partnership with internal services, external partners and voluntary sector organisations, including through design workshop sessions in the spring of 2018. The strategy is focused around the following objectives:

- Reducing the number of homelessness incidences through prevention
- Bringing down the number people in TA by finding them permanent housing solutions
- Ending rough sleeping
- Linked to all three is the design of an exemplar homelessness prevention service

The Council monitored the equality impact assessment implications as part of its workshops with partners, capturing the needs of marginalised and hidden groups across the spectrum of equality and identifying gaps in our information. It will also conclude its full equalities impact assessment following the end of the consultation period. The broad ambitions of the strategy should support all equality groups currently and subsequently affected by the blight of homelessness.

1. Community impact (this can be used to assess impact on staff although a cumulative impact should be considered).

What impacts will this service or policy development have on communities?
Look at what you know? What does your research tell you?

Consider:

- National and local data sets
- Complaints
- Consultation and service monitoring information

- Voluntary and Community Organisations
- The Equality Act places a specific duty on people with ‘protected characteristics’. The table below details these groups and helps you to consider the impact on these groups.

	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general	x			<p>The homeless ness review provides an analysis of homelessness trends, looking at age, categories of vulnerability, gender, ethnicity and other equality characteristics where the collected data allows.</p> <p>It also looks more closely at certain cohorts of vulnerable people affected by or at risk of homelessness including the young, looked after children and care leavers, teen parents, people without recourse to public funds, supported persons with mental health, learning disabilities and victims of domestic violence.</p> <p>The strategy and review recognises that there are gaps in information relating to certain groups. In particular the identification of</p>	<p>The draft strategy has already identified where knowledge gaps exist and seeks to revise data collection to respond positively to the unmet needs of groups with protected characteristics. This is a work in progress as the consultation widens and the strategy is amended.</p> <p>The draft strategy attempts to address variances to services</p>
Age	x				
Disability	x				
Gender reassignment		x			
Marriage and civil partnership		x			
Pregnancy and maternity	x				
Race (including Gypsies, Roma and Travellers)		x			
Religion or belief		x			
Gender		x			
Sexual orientation		x			

			<p>homelessness and rough sleeping caused by clients being discriminated against because of the sexual orientation is inadequate and is to be addressed by Community Solutions in their application processes.</p> <p>Equally it is accepted that using CHAIN data and spot counts to assess the level of rough sleeping in Barking and Dagenham reflects a generally male experience, whereas female rough sleepers tend to be hidden.</p> <p>At this stage of the strategy consultation it also clear that greater emphasis needs to be placed on identifying the impact of government policy on asylum seekers recently granted refugee status and upon migrant communities living in the burgeoning private rented sector. The Private Sector Licensing team is also reviewing whether the mandatory licensing regime and illegal eviction and harassment services can be utilised to mitigate the consequences of recent changes to</p>	<p>that impact on housing and homelessness advice. Recommendations to address these are made where necessary .</p>
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			<p>immigration law and the private rented sector.</p> <p>The demographic profiling of people without recourse to public funds also requires further study.</p> <p>No correlation between faith and homelessness is currently made but the borough will attempt to draw out from voluntary faith groups whether religious characteristics have posed a particular challenge for disadvantaged groups at risk of homelessness. This will be conducted through further review over the course of the year.</p> <p>Data on Roma communities, as well as Gypsies and Travellers in general is exceptionally limited and wholly dependent on self-identification. Although the Council is addressing latent traveller housing need, Roma needs data is virtually non-existent.</p> <p>The review and strategy does not use stereotypical examples or language which discriminates against equality groups.</p>	
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			<p>The strategy seeks to improve services around homelessness for all equality groups. In identifying current gaps in knowledge and the experiences of disadvantaged groups as part of the consultation, the Council aims to strengthen the strategic response to the needs of those groups.</p>	
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2. Consultation.

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups?

Consultation events/meetings so far:

- Homelessness Strategy workshop – May 2018
- Community Solutions Design Group sessions and Community Solutions Board
- Homelessness meeting with the Ministry of Housing, Communities & Local Government 2018
- Portfolio holder briefings
- Corporate Strategy Group

Invitations to comment through following media will be live under consultation:

- The Council website and social media
- Distributed by mail and e-letter

Face to face discussions/consultations with the following

- Voluntary organisation – CAB, CVS, ILA, DePaul
- Probation services
- Internal organisations – Care & Support, Enforcement, Be First, Policy & Partnerships
- Registered providers – L&Q, Clarion, Southern Housing
- External partners – East London Housing Partnership

Monitoring and Review

How will you review community and equality impact once the service or policy has been implemented?

*These actions should be developed using the information gathered in **Section 1 and 2** and should be picked up in your departmental/service business plans.*

Action	By when?	By who?
Review EIA following the end of the consultation on working draft	March 2019	Inclusive Growth

3. Next steps

It is important the information gathered is used to inform any Council reports that are presented to Cabinet or appropriate committees. This will allow Members to be furnished with all the facts in relation to the impact their decisions will have on different equality groups and the community as a whole.

Take some time to précis your findings below. This can then be added to your report template for sign off by the Strategy Team at the consultation stage of the report cycle.

Implications/ Customer Impact

It is recommended that responses from the strategy and EqIA consultation process are evaluated and a systemic approach is taken across all delivery plans which involve residents and local community groups in their implementation, recognising them as joint partners in tackling, preventing and understanding homelessness needs. As follows:

Engaging them

- to design and co facilitate consultation events and engagement plans around key decisions and strategies, potentially overseen by a new Homelessness Forum;
- to co-design methods of communication and delivery in relation to the strategy's objectives
- to be part of the design and delivery of housing advice and homelessness prevention services

Supporting them

- by developing a collaborative approach with stakeholders to undertake a borough wide campaign of the implications of homelessness particularly among disadvantaged groups, examples which may constitute elements of hidden homelessness
- improving resilience of all residents through prevention initiatives and self-resolution; targeted support geared to assisting the most acute circumstances; developing robust partnerships with external providers and voluntary sector groups and increased access to employment and training

Enabling them

- through provision of accessible and inclusive information with regard to the implications of welfare reforms, rights and responsibilities in relation to sustaining private and social tenancies and increasing access to housing choice
- through sharing data about homeless trends and needs create effective referral routes between the voluntary sector/community groups and Council services and partners to help prevent homelessness incidences in the first place and alleviate homelessness when crisis presentations occur

Appendix 3- Consultation and Governance

1. Consultation

The far-reaching implications of preventing and tackling homelessness requires a comprehensive and meaningful consultation process in which residents, stake-holders and voluntary sector organisations are given the opportunity to inform and comment upon the strategic ambitions of the Council.

The Council's consultation programme will include both qualitative and quantitative methods to gauge a detailed understanding of attitudes and views. The consultation schedule shall follow the methodology set out in the table below and to ensure the fullest opportunity for responses, the Council will invite comment over a six-week period.

The public consultation period will begin on 28 January and finish on 11 March 2019.

Consultation Type	Purpose	Timeline
Internal consultation	Internal discussion with relevant departments and commissioned services, such as My Place and Community Solutions, will be on-going	Throughout the period of 28 January-11 March 2019
General presentations to significant public fora	<p>General slide-deck presentations and question and answer sessions will provide opportunities for residents to comment directly.</p> <p>Presentations will be made to the Barking and the Dagenham Housing Fora and the Voluntary Sector Strategic Forum, where appropriate, to capture a wide audience of residents, tenants and groups working with BAME, LGBTQIA+, disabled and other protected characteristic groups who access housing advice and support through third sector organisations.</p> <p>Presentations to external boards which are interested in the impact of the</p>	<p>Barking Housing Forum in 2019 (date to be confirmed)</p> <p>Dagenham Housing Forum in 2019 (date to be confirmed)</p> <p>Voluntary Sector Strategic Forum (to be confirmed)</p>

	proposals will be considered.	
SMS and social media approach	Notification of the official consultation and weblink to the portal shall be made on the Council's Twitter and Facebook profiles as well as through the SMS service which reaches a significant proportion of Council tenants	Live on Portal and through social media links between 28 January 2019 and 8 March 2019
Online proposal and questionnaire on the Consultation Portal	A layman's guide to the proposals and a questionnaire inviting responses will be posted on the Consultation Portal. Large numbers of people can be contacted at low cost, surveying people over a wide area. Response rates tend to be higher than through paper consultations.	Live on Portal between 28 January 2019 and 8 March 2019

Governance

The Homelessness Strategy will be used to underpin the commissioning intentions for Community Solutions, which will have ultimate responsibility to deliver on the proposals and the delivery plan in this document. The Inclusive Growth department will be responsible for monitoring and assessing progress on the strategy structured around an agreed annual homelessness and temporary accommodation reduction plan.

With the conclusion of the consultation period in March 2019, a revised equalities impact assessment will be undertaken to represent any public comments. A mid-year review of progress will take place in August 2019 followed by an annual review in March 2020.

Appendix 4 – Summary of general homelessness duties (HRA17)

The Homelessness Reduction Act 2017 places new legal duties on English councils so that everyone who is homeless or at risk of homelessness will have access to meaningful help, irrespective of their priority need status, as long as they are eligible for assistance.

Definition of homelessness/ threatened homelessness

Part VII of the Housing Act 1996, as amended by the Homelessness Act 2002, sets out the duties owed by English local housing authorities (LAs) to someone who is homeless or threatened with homelessness. Section 175 of the 1996 Act defines that a person is threatened with homelessness if it is likely that they will become homeless within 28 days. The Homelessness Reduction Act 2017 extends the number of days from 28 to 56. In addition, people who have received a valid notice under section 21 of the Housing Act 1988 and the expiry date is within 56 days, will be treated as being threatened with homelessness.

Duty to provide advisory services

Under the HRA17, we are required to provide or secure the provision of free services to give people in their area information and advice on:

- preventing homelessness
- securing accommodation if homeless
- the rights of people who are homeless or threatened with homelessness, and
- any help that is available for people who are homeless or likely to become homeless as well as how to access that help

We are required to ensure services are designed to meet the needs of particular groups that are at increased risk of

becoming homeless including (but not limited to); care leavers, people leaving prison, people who have left the regular armed forces, victims of domestic abuse, people leaving hospital and people suffering from a mental illness or impairment.

New duties

We are currently required to make inquiries to establish what duty, if any, is owed to someone seeking homelessness assistance. As part of our investigations, we must determine if an applicant has a 'priority need' for homelessness assistance. Categories of priority need are set out in section 189 of the 1996 Act and are extended by the Homelessness (Priority Need for Accommodation) (England Order) 2002. Those who are found to be in priority need and unintentionally homeless are owed what is referred to as the 'full housing duty' meaning we are obliged to secure that suitable accommodation is made available for them. However, non-priority need households, which are most likely to be single people without children, or childless couples, are owed the 'advice and assistance' duty only. The 2017 Act legally obliges us to assess and provide more meaningful assistance to all people who are eligible and homeless or threatened with homelessness, irrespective of their priority need status.

Duty to assess all eligible applicants' cases and agree a plan

Once we are satisfied someone is homeless or threatened with homelessness and also eligible for assistance, we will carry out an assessment of the applicant's case. These assessments should include the circumstances that have caused homelessness and the housing and

support needs of the applicant and their household.

We aim to reach an agreement with applicants on a personalised plan which must be recorded and should set out the steps the applicant and the authority are required to take to ensure accommodation is secured and/or retained. Applicants' assessments and agreements must be kept under constant review until we have determined that no other duty is owed to the applicant under part VII of the 1996 Act.

The duty to prevent homelessness

If we are satisfied that an applicant is threatened with homelessness and is eligible for assistance, we will take 'reasonable steps' – with reference to the applicant's assessment - to help them avoid becoming homeless. Once triggered, the prevention duty would continue for 56 days - or longer if a valid section 21 notice has expired and no alternative accommodation has been secured - unless it is brought to an end via one of the prescribed conditions. Applicants will have a right to request a review of a decision to end this duty.

The duty to relieve homelessness

We must take 'reasonable steps' – with reference to the applicant's assessment - to help all homeless eligible applicants to secure accommodation for at least six months unless the applicant is referred to another local authority due to having no local connection to the authority they have applied to. Once triggered, the relief duty would continue for 56 days unless it is brought to an end via one of the prescribed conditions. Applicants will have a right to request a review of a decision to end this duty.

Interim accommodation duties owed to people under the existing provisions (section 188) continue to apply during this stage – the duty to provide accommodation to people who we have

reason to believe may be homeless, eligible for assistance and in priority need - pending a decision on whether we are obliged to provide some form of longer term settled accommodation.

Failure to co-operate by an applicant for assistance

This provision will place a requirement on all applicants to cooperate with our attempts to comply with the prevention and/or relief duties. If we consider that an applicant has 'deliberately and unreasonably refused' to cooperate or take any of the steps set out in the personalised plan, we can serve a notice on the applicant to notify them of our decision as long as the notice explains, what the consequences of the decision are and that they have a right to request a review of the decision. Notice can only be served if we have provided a 'relevant warning' to the applicant and a 'reasonable period' has elapsed since the warning was given. Consequences of deliberately and unreasonably refusing to cooperate include the ending of the prevention and/or relief duties and in cases where the applicant would normally be owed the full housing duty (section 193), this duty would be limited to securing that accommodation is made available for their occupation for a temporary period until the applicant either;

- ceases to be eligible for assistance
- becomes homeless intentionally from accommodation made available for the applicant's occupation
- accepts an offer of an assured tenancy from a private landlord, or
- decides to cease occupation of the accommodation made available to them
- accepts or refuses a 'final' offer of accommodation

In deciding whether an applicant has deliberately or unreasonably refused to

cooperate, we will consider the applicant's particular circumstances and needs.

Care leavers

All care leavers under the age of 21 will be considered as having a local connection with an area if they were looked after, accommodated or fostered there for a continuous period of at least two years.

Mandatory code of practice

Currently we are required to have regard to the Homelessness Code of Guidance for Local Authorities when carrying out their part VII functions. The Act includes a

provision that would allow the Secretary of State to provide local authorities with 'one or more' codes of practice, that we must have regard to, on how they exercise and monitor their functions under Part VII and staff training.

Public authority duty to refer

Where a "specified public authority" considers that someone they are working with is or may be homeless or threatened with homelessness, they must refer that person's details to a us but only if the person agrees to the notification being made.

Appendix 5: Annual Homelessness and Temporary Accommodation Reduction Plan 2019/2020

Objective 1: Reducing homelessness through prevention

Aim: Over the course of the next year we will have reduced the number of homeless incidences through early intervention and prevention by continued personal planning and advice, access to the prevention fund, employment skills and training and discretionary payments to ensure people remain in their homes as part of our business as usual approach in Community Solutions (Lead: Katherine Gilcreest, Head of Support, Community Solutions)

Actions: We will also have developed the following new activities:

- Tenancy sustainment/life-skills training to prevent loss of ASTs by May 2019
- An enhanced mediation offer to tackle parental exclusion by October 2019
- Crafted a suite of clear and direct housing messages for deployment by June 2019
- School visits as part of the curriculum by September 2019
- Agreed new discharge planning protocols regarding vulnerable households, particularly refugee households by August 2019
- Developed a predictive modelling insight tool by September 2019
- Started peer-to-peer benchmarking for Gold Standard accreditation by November 2019

Outcomes: We will assess the effectiveness of these activities against the following targets by March 2020:

- Total number of new homeless applications will have declined by 30%, from 1082 in 2017/18 to under 758 applications per year
- Total number of new prevention approaches closed in one month will have increased by over 100% from 66 per month in 2017/18 to 133 per month (793 per year to 1599 per year)
- Total number of homeless acceptances will have reduced by 66% from 490 in 2017/18 to 168 per year
- Total number of people accessing the Prevention Fund will have increased by 70% from 156 households accessing this fund in 2017/18 to 507 households accessing this fund per year
- Total number of new placements into TA will have reduced from 406 households in 2017/18 to 320 households per year. We will also reduce the average length of stay in temporary accommodation by 25% as we help people secure permanent accommodation more quickly
- Total number of social evictions will have reduced by 20% from 82 per year in 2017/18 to fewer than 57 per year
- Total number presenting as homeless through parental exclusion down by 30% from around 260 households/individuals in 2017/18 to 180 households/individuals per year
- Total number presenting as homeless through loss of AST down by 20% from around 260 households in 2017/18 to 208 households

Objective 2: Reducing TA through permanent solutions

Aim: To reduce the overall number of TA households through permanent housing offers, eliminating expensive lets and HMOs and beginning moves towards a cost-neutral service by reconfiguring the temporary accommodation portfolio (Lead: Shaun Childs, Head of Intervention, Community Solutions).

Actions: We will have also proceeded with the following actions:

- Eliminated the use of all nightly lets and HMOs by March 2019
- Converted 100 private licensed properties to ASTs by March 2019
- Converted a further 100 private licensed properties to ASTs by March 2020
- Designed a housing standard specification for use against all decant units by May 2019
- Accelerated the use of PRSOs by March 2020
- Agreed in principle to join Capital Letters by March 2019
- Increased auditing of TA properties to 20% of all stock by March 2020

Outcomes: We will assess effectiveness of these activities against the following targets by March 2020:

- Overall total number of TA households down from 1861 at the end of 2017/18 to fewer than 1650 households
- Total number of households moved on from TA increased from 321 in 2017/18 to 615 per year
- Total number of households in nightly lets and HMOs from 47 households in 2017/18 to zero and maintained at this level
- Total number of households in B&B at zero and maintained at this level
- Total number of properties audited up to 353 units

Objective 3: Ending rough sleeping

Aim: To develop a proactive rough sleeping policy and work towards halving rough sleeping by 2022 (Lead: Katherine Gilcreest, Head of Support, Community Solutions).

Actions: We will have initiated the following proposals:

- Developed a proactive partnership approach to tackling rough sleeping with the voluntary sector by May 2019
- Work with partners in East London to develop a No Second Night Out model of intervention by August 2019
- Made links with the CCG to address access to primary care for street sleepers

Outcomes: We will assess the effectiveness of our interventions against the following targets by March 2020:

- Number of identified rough sleepers reduced to under 20
- Number of street sleepers with a priority need provided with rapid referral to support services increased by 20%