

| Strategy Outcome  | Action   | Details  | Lead Officer                            | Complete by | Stakeholders                                   | KPI/What will success look like?  |
|---|--|--|---|-------------|--|---|
| <b>A: Early intervention and support are improved</b>   | Create a team of Tenants' Relations Officers who, working with Regulatory Services and health and wellbeing services will provide direct support to private rented sector tenants through individual casework                                  | Building on the learning from the Housing Sustainment team, a new team of Tenants' Relations officers will focus on expanding the offer, through providing advice and guidance on a range of tenancy matters.  | Director of Housing Options and Support | 2025        | Housing Options & Support, Regulatory Services | Tenants' Relations Team in place and fully operational  |
|   | We will proactively identify families at risk of homelessness in the private rented sector and engage with them to identify opportunities for early intervention and prevention.   | Families in housing Needs Programme Housing Sustainment team launched September 2023.  | Director of Housing Options and Support | in place    | Housing Options & Support, VCS                 | Increase in positive prevention outcomes from the private rented sector<br>Reduction in the number of homeless applications from families living in the private rented sector.    |
|   | We will improve record keeping on vulnerability of residents in Council homes  | Take timely action based on data captured to support vulnerable residents to sustain their tenancies and prevent homelessness. New knowledge and Information Management Strategy being developed with supporting governance structure.   | Corporate Director of Housing           | 2028        | Housing Options & Support, Housing Systems     | System & casework audits show good recording of vulnerable tenants.<br>Evidence that service design and delivery for vulnerable tenants are informed by robust data held on them. |
|   | We will increase homelessness prevention awareness and actively promote the range of housing options (for e.g., Self-help, mediation, landlord incentives)   | We will run tenancy sustainment awareness workshops and implement homelessness open days.  | Director of Housing Options and Support | 2025        | Housing Options & Support, VCS                 | Increased homelessness prevention awareness. Maximise use of the range of housing options to increase prevention of homelessness  |
|   | We will develop a dedicated Vulnerability Support Policy for Housing Services  | The Equality Act 2010 will be central to the Vulnerability Support Policy and will cover provisions to protect tenants from all forms of discrimination including disability.  | Corporate Director of Housing           | 2024        | Housing Options & Support, Tenancy Services    | Tailor accommodation support needs based on information recorded on vulnerable tenants to improve service delivery and their well being.  |
| <b>B: Residents who are homeless or threatened with homelessness are empowered to make decisions which are right for them</b> | Ensure that there are clear pathways which support residents to address their housing needs.   | Positive Pathways help to avoid a housing crisis and to support residents to achieve outcomes in other areas of their lives alongside housing, for example in education, training and employment, health and emotional well-being.   | Director of Housing Options and Support | 2029        | Housing Options & Support, VCS                 | Positive pathways in place which help our residents tell us help to address both their housing and wider needs.   |
|   | Ensure the advice and assistance we provide is resolution focused.   | Solutions focused practices concentrate on helping people move towards the future that they want and to understand what can be done differently by using their existing skills, strategies and ideas, rather than focusing on the problem.   | Director of Housing Options and Support | 2025        | Housing Options & Support, VCS                 | Our residents tell us the housing options advice and assistance we provide focuses on empowering them to help themselves.   |
|   | Provide residents who are threatened with homelessness with access to information which empowers them to take proactive steps to prevent their homelessness, either by staying in their existing home or identifying alternative accommodation | Empowerment is best described as a process which supports people to enhance their capacity to be informed, make choices and transform those choices into actions and outcomes.   | Director of Housing Options and Support | 2025        | Housing Options & Support, VCS                 | Residents tell us the advice and information we provide is factual, easily accessed and readily available.  |
|   | Develop empowering ways of working within our workforce, emphasising the rights of residents and making them part of the solution to homelessness .  | We will support our workforce to develop empowering ways of working which focus on respecting the rights of residents, providing resources and creating opportunities.   | Director of Housing Options and Support | 2025        | Housing Options & Support, VCS                 | Improved satisfaction with our homelessness services and reduced complaints. Improved staff morale  |
| <b>C. Residents in TA are supported to move into long-term homes</b>  | We will also work on increasing the supply of suitable rented homes including concluding a second joint venture to increase supply to enable the council to discharge its homelessness duty by finding residents permanent homes in the PRS.   | We know from the work of our Affordable Housing Commission that there will not be enough social housing for everyone. With this reality in mind, we will be developing a PRS Procurement strategy and will also explore further joint ventures and ways of maximising social lettings in new builds.   | Director of Housing Options and Support | 2024        | Housing Options                                | Number of new homes available to rent delivered.  |
|   | Focus on move on, ensuring residents are aware of actions they can take to support a move on to alternative accommodation as quickly as possible.  | We know from the conversations we have had with residents, and the work of the Marmot Report into health inequalities, that living in temporary accommodation can have a detrimental effect on health and wellbeing. Good quality secure housing is the foundation of a good life so we want to ensure that residents in Temporary Accommodation are supported as much as possible to move into more secure housing. | Director of Housing Options and Support | 2025        | Housing Options & Support, VCS                 | Improved move on rates from TA  |
|   | Develop and maintain high quality data on residents using temporary accommodation and the associated costs. This data will, in turn, be used to inform future service delivery.  | Our staff and partner engagement session both highlighted the importance of having up to date and accurate data on our residents and on the housing options that they have. It's also important for us to understand the full costs of temporary accommodation so that the decisions we make as a council maximise value for money and the ensure the best possible services for residents.                          | Director of Housing Options and Support | 2029        | Housing Options & Support, Housing Systems     | Household data complete for residents in TA   |
|   | Establish and maintain good relationships with service providers to ensure residents have access to the services that best meet their needs.   | Our engagement sessions with frontline staff and partners told us that more can be done to improve how we work together. We will explore ideas for a more formal partnership setting and for joint training between council and VCS staff.   | Director of Housing Options and Support | 2029        | Housing Options & Support, VCS                 | Our VCS partners and other service providers tell us our partnership has improved and is working well.  |
|   | Invest in maintaining a skilled workforce. Ensuring officers have the necessary experience, people skills and time to help each resident access the support required to move on from temporary accommodation as quickly as possible.           | Our Housing Transformation programme is focused on how we get the most from our current limited resources and this includes upskilling staff and building a culture delivers the best possible customer service for residents who are homeless or threatened with homelessness.  | Director of Housing Options and Support | 2025        | Housing Options & Support, VCS                 | Improved staff morale. Improved staff retention   |