

CDC ACTION PLAN

Priority 1: Prevent and Relieve homelessness in the district

Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
1a) Demonstrate a corporate commitment to homelessness prevention	Ensure Elected Members are kept aware and engaged with local homelessness issues.	<ul style="list-style-type: none"> Assistant Director Joint Housing Manager HS&PT 	<ul style="list-style-type: none"> Portfolio Holder 	Elected Members could be uninformed about local homelessness issues and solutions.	Senior Management time	Ongoing
	Ensure Senior Managers are kept aware and engaged with local homelessness issues.	<ul style="list-style-type: none"> Assistant Director 	<ul style="list-style-type: none"> Joint Housing Manager HS&PT 	Senior Managers could be uninformed about local homelessness issues and solutions	Senior Management time	Ongoing
	Ensure that funding paid to the local authority from Central Government specifically for homelessness work is allocated for this purpose, this concerns: <ul style="list-style-type: none"> Homelessness Prevention Grant Flexible Homelessness Support Grant HRA New Burdens Money 	<ul style="list-style-type: none"> Assistant Director Joint Housing Manager 	<ul style="list-style-type: none"> Finance Team 	Service development will be impeded if monies provided for homelessness purposes are not invested in the service.	Senior Management time	End Sept 2018
	Complete a 'health-check' for the service to verify compliance with the new requirements of the HRA, embed good practice and inform a positive customer journey, including: <ul style="list-style-type: none"> NPSS self-assessment checklist 	<ul style="list-style-type: none"> Joint Housing Manager HS&PT 	<ul style="list-style-type: none"> Assistant Director 	Practices become embedded which are not compliant with the new legal duties and opportunities for	<ul style="list-style-type: none"> New Homes Bonus Shared Housing Service Implementation Budget 	End Oct 2018

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Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
	<ul style="list-style-type: none"> External review and mystery shopping 			new ways of working will be missed.		
	Complete a LEAN review of the end-to-end homelessness journey for customers to ensure efficient and effective work processes	<ul style="list-style-type: none"> Assistant Director Housing (Project Sponsor) 	<ul style="list-style-type: none"> Joint Housing Manager HNT Transformation Team 	Inefficient work processes become embedded & potential savings not realised.	<ul style="list-style-type: none"> Officer time (in-team LEAN champion) Support from Transformation Team Specialist external LEAN support funded by Shared Housing Service Implementation Budget 	End Oct 2018
	Review of staff resources and team structure to ensure they are fit for purpose in light of the HRA and local government reorganisation.	<ul style="list-style-type: none"> Assistant Director Joint Housing Manager 	<ul style="list-style-type: none"> HNT Human Resources Team Finance Team 	Team resources are inadequate to ensure compliance HRA and/or team structure does not correctly reflect new homelessness legal framework	Senior Manager time and existing budgets	End Oct 2018
	Prepare business case for adopting a 'Prevention Plus' approach to the delivery of homelessness services in Cherwell.	<ul style="list-style-type: none"> Assistant Director Joint Housing Manager HNT 	<ul style="list-style-type: none"> Human Resources Team Finance Team 	Customers do not receive a holistic homelessness prevention service that fully meets needs.	Senior Manager time and existing budgets	End Mar 2019

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Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
	Take an active role in shaping new working arrangements with other Oxfordshire authorities to maximise the quality & availability of services for homeless households.	<ul style="list-style-type: none"> • Chief Executive • Assistant Director Housing 	<ul style="list-style-type: none"> • Transformation Team 	Inadequate team structures & resources to deliver effective, high performing services for Cherwell residents and deliver effective working across different departments in any new working arrangements	Officer time and support from external consultants as required	Ongoing
	Work with district and City councils in Oxfordshire, to deliver actions arising from the homelessness content of the Joint Strategic Needs Assessment.	<ul style="list-style-type: none"> • HS&PT 	<ul style="list-style-type: none"> • OCC • Districts and City Councils • CCG 	Failure to deliver actions identified as countywide strategic needs	Officer time	Ongoing
	Develop a corporate financial inclusion strategy to ensure that the collective action of the Council does not unintentionally result in hardship and possible homelessness amongst residents of the district.	<ul style="list-style-type: none"> • Assistant Director Housing • Assistant Director Communities • Joint Revenue and Benefits Manager 	<ul style="list-style-type: none"> • CSN • Revenues & Benefits Team • Shared Housing Team • DWP Partnerships Manager • RPs • HPN 	There are gaps in the provision of services to assist all age groups, non-working and working households to manage their money to avoid debt, financial crisis and homelessness. Implementation of full UC	Officer time	End Mar 2019

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Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
				service increases potential financial risk to residents.		
1b) Prevent homelessness, whenever possible, through timely advice and information	Fully implement the requirements of the new legislation (Homelessness Reduction Act 2107) and respond to new guidance and case law development and continue to develop a person centred culture working alongside people to help resolve their housing needs.	<ul style="list-style-type: none"> • HNT 	<ul style="list-style-type: none"> • Legal Team 	Staff, policy & procedures not up to date with current legislation and guidance, legal challenges and case law.	Officer time	Ongoing
	Reshape the relationship between the Housing Team and Customer services to ensure that customers are able to access good quality housing advice at first point of contact.	<ul style="list-style-type: none"> • Joint Housing Manager 	<ul style="list-style-type: none"> • Contact Centre Services Manager 	Team not compliant with HRA and missed opportunities to prevent homelessness	Officer time	End Oct 2018
	Conduct an accessibility audit of the service	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Performance and Insight Team 	Team not compliant with HRA and missed opportunities to prevent homelessness	Officer time	End Oct 2018
	Complete a review of on the day homeless presentations	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Performance and Insight Team 	Team not compliant with HRA and missed opportunities to prevent homelessness	Officer time	End Oct 2018

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Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
	Communicate clearly, the services delivered by our teams and relevant partners, through a wide range of media and partnership meetings.	<ul style="list-style-type: none"> • HNT • HS&PT 	<ul style="list-style-type: none"> • HPN • Communications Team 	Lack of awareness / misunderstanding of our new duties/ raised expectations by customers and partner agencies if we do not communicate adequately	Officer time and existing budgets	Ongoing
	Complete evaluation to ensure self-help materials, including the enhanced housing options module for customers, are effective.	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • HPN • Customers 	Risk of current self-help materials being ineffective if no review is completed.	Homelessness Prevention Grant / New Burdens / New Homes Bonus	End June 2019
	Evaluate options for in-house Money Advice Service provision within CDC homelessness service	<ul style="list-style-type: none"> • Assistant Director Housing • Joint Housing Manager 	<ul style="list-style-type: none"> • Joint Revenues and Benefits Manager • Human Resources • Finance team 	Potentially homeless customers unable to access timely money & debt advice, embedded within the team	Officer time Homelessness Prevention Grant	End July 2018
	Review corporate contract for debt and money advice	<ul style="list-style-type: none"> • Joint Housing Manager • Joint Revenues & Benefits Manager 	<ul style="list-style-type: none"> • Assistant Director Communities 	Residents unable to access independent, free debt and money advice	Officer time	End Aug 2018

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Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
	Complete review regarding consideration of wider role for money advice services in debt prevention, upstream financial education work and social prescribing.	<ul style="list-style-type: none"> Joint Housing Manager Joint Revenues & Benefits Manager 	<ul style="list-style-type: none"> Assistant Director Communities Financial Inclusion Group 	Services focus on responding to financial and debt crisis rather than prevention and education.	Officer time	End Sept 2018
	Take an active role in the Oxfordshire Trailblazer project.	<ul style="list-style-type: none"> Joint Housing Manager HNT 	<ul style="list-style-type: none"> Other Oxfordshire LAs 	Unable to access additional resources/ projects funded by Trailblazer Programme & develop knowledge via evaluation	Officer time & existing budgets	Ongoing
1c) Focus homelessness prevention activity on tackling the common causes of homelessness locally	Complete a comprehensive review and health check of our Housing Allocation scheme to ensure it supports homelessness prevention.	<ul style="list-style-type: none"> HNT HS&PT 	<ul style="list-style-type: none"> Legal Team 	The allocations scheme may fall out of step with obligations of the new Act and local demand.	Officer time	End June 2019
	Establish a Homelessness Prevention Fund	<ul style="list-style-type: none"> HS&PT 	<ul style="list-style-type: none"> HNT 	Restricted homelessness prevention tools and unable to pursue creative homelessness prevention solutions	Officer time	End July 2018 Evaluation April 2019
	Continue to develop the existing skills and expertise within the team regarding mediation.	<ul style="list-style-type: none"> Joint Housing Manager Housing 	<ul style="list-style-type: none"> HNT 	Existing staff do not have up to date knowledge and skills and	Officer time Existing budgets	Ongoing

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Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
		Team Leader		new staff will not develop the relevant expertise.		
	Work with partners to develop a service that offers mediation and builds resilience for young single people facing homelessness as a result of relationship and family breakdown	<ul style="list-style-type: none"> • HS&PT 	<ul style="list-style-type: none"> • HNT 	Lack of access to specialist mediation services for young people	Officer time Homelessness Prevention Grant	End Sept 2018
1d) Continue the development of effective partnerships with other departments within the council and statutory, voluntary and other agencies to prevent and relieve homelessness	Establish a Homelessness Prevention Network (HPN) meeting to ensure effective communication and understanding between partner services.	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Partner agencies 	Without a network there is a potential for organisations to lack up to date information about partner services and how to access them, which is essential to meet the Duty To Refer and for efficient working	Officer time	Bi-monthly
	Work with colleagues in the health sector to prevent homelessness and promote timely discharge into suitable accommodation among patients leaving acute and community hospitals.	<ul style="list-style-type: none"> • Joint Housing Manager • HNT 	<ul style="list-style-type: none"> • Oxfordshire trailblazer 	Patients become homeless on hospital discharge and / or unnecessarily prolonged stays in hospital.	Officer time	Ongoing
	Develop and reshape the relationship with key Registered Providers to incorporate a	<ul style="list-style-type: none"> • Assistant Director Housing 	<ul style="list-style-type: none"> • RPs • Legal Team 	RPs not committed to assist the local	Officer time	End Dec 2018

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Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
	commitment to reduce and prevent homelessness in the district.	<ul style="list-style-type: none"> Joint Housing Manger 		housing authority to meet its legal homelessness duties		
	Work with the Private Sector Housing Team to monitor the impact of new legislation for private landlords and resultant trends in homelessness.	<ul style="list-style-type: none"> HS&PT 	<ul style="list-style-type: none"> Private Sector Housing Team 	Failure to monitor potential emerging trends in homelessness	Officer time	Ongoing
1e) Focus on early identification of households at risk of homelessness	Develop a consistent approach across the county for the Duty to Refer under the HRA.	<ul style="list-style-type: none"> Oxfordshire Trailblazer project 	<ul style="list-style-type: none"> Public bodies with duty to refer 	Non-compliance with the HRA 2017	Officer time	End Sept 2018
	Ensure appropriate ICT is in place to implement the Duty to Refer	<ul style="list-style-type: none"> Joint Housing Manager HNT 	<ul style="list-style-type: none"> Abritas (software provider) 	Non-compliant with HRA	Existing budget	End Sept 2018
	Extend the Duty to Refer principle beyond the statutory partners	<ul style="list-style-type: none"> HNT HS&PT 	<ul style="list-style-type: none"> Community Groups GPs RPs 	Missed opportunity to prevent homelessness.	Officer time	End March 2019
1f) Continue to improve collection and analysis of information about local trends in homelessness to enable intelligence led service delivery	Support service monitoring by robustly and accurately recording data, to ensure compliance with new case recording practices.	<ul style="list-style-type: none"> HNT 		Insufficient or inaccurate data and intelligence to inform service monitoring, evaluation and development.	Officer time	Ongoing
	Ensure that reporting tools for HRA module are adequate to allow robust and timely analysis of trends.	<ul style="list-style-type: none"> HS&PT 	<ul style="list-style-type: none"> Abritas 	Unable to extract relevant data from case management system.	Officer time	Ongoing

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Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
	Ensure that all forms of homelessness prevention, including Debt Advice and DHPs which are managed outside of the HOT, are captured periodically.	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • CSN 	New MCHLG monitoring tool may not capture all relevant sources of homelessness prevention to ensure our data is robust.	Officer time	Ongoing from April 2018

Priority 2: Prevent Single Homelessness

Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
2a) Ensure services are available to meet the needs of local single homeless people and those who sleep rough in Cherwell	Complete a review of the Single Homeless Pathway (SHP).	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Connection Support • Oxfordshire County Council • A2Dominion • Community & faith groups 	SHP does not meet needs, leading to an increase in homelessness and rough sleeping.	Officer time	End Sept 2018
	Work with countywide partners to decide future commissioning arrangements for the Single Homeless Pathway.	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Oxfordshire County Council and other districts and boroughs 	SHP does not meet needs, leading to an increase in homelessness and rough sleeping.	Officer time	End Mar 2019
	Undertake an options appraisal for local SWEP provision	<ul style="list-style-type: none"> • HS&PT • HNT 		Inadequate provision during severe weather and potential death of people sleeping rough	Officer time	End Oct 2018
	Pilot development of bespoke services for single homeless/rough sleepers outside of oxford City within the Cherwell area.	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Oxford City Council • Voluntary & Community organisations 	Inadequate locally based service provision for single homeless and rough sleepers.	Officer time Existing budgets Potentially MHCLG funding	April 2019 onwards
	Complete a desk-top review of the Housing Led models of supported accommodation for single homeless people, to assess	<ul style="list-style-type: none"> • H&SPT • HNT 		Lack of appropriate accommodation locally for single	Officer time	End Dec 2018

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	relevance to CDC and inform future commissioning.			homeless people		
2b) Better understand the needs of people who sleep rough in Cherwell	Undertake annual rough sleeper estimate.	<ul style="list-style-type: none"> • HNT • HS&PT 	<ul style="list-style-type: none"> • Homeless Link • HPN • Health service partners • Environmental Protections and Waste Collection teams 	Failure to comply with legal requirement to submit an annual figure to central Government.	Officer time	Nov 2018 Nov 2019
	Improve data monitoring in relation to local people who are verified as sleeping rough.	<ul style="list-style-type: none"> • HNT • H&SPT 	<ul style="list-style-type: none"> • Connection Support • Community & faith groups 	Inadequate support and accommodation for people who sleep rough	Officer time	Ongoing from July 2018

Priority 3: Ensure vulnerable people can access appropriate help and support

Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
3a) Ensure vulnerable households who are homeless or at risk of homelessness can access appropriate help and support, through partnership working	Fund Community & Faith groups to reduce homeless by supporting vulnerable people	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Community & Faith groups 	Reduced support services within the community	Homelessness Prevention Grants	Ongoing
	Refresh and update Homelessness Pocket Guide	<ul style="list-style-type: none"> • HS&PT 	<ul style="list-style-type: none"> • Community & Faith groups • Statutory organisations 	Information provided becomes out of date	Officer time	End Sept 2018
	Monitor the outcomes for the new domestic abuse contract for Oxfordshire and ensure value for money for Cherwell's financial contribution.	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Oxfordshire County Council • A2Dominion 	Cherwell residents unable to access appropriate domestic abuse services	Officer time Homelessness Prevention Grant	Ongoing
3b) Ensure future commissioning of support and help services is evidenced by robust data collection	Gather from Personal Housing Plans and H-CLIC, case level detail about all support needs and review data to inform working practices and the commissioning of services	<ul style="list-style-type: none"> • HS&PT • HNT 		The authority has historically lacked robust data on support needs, necessary to bid for grants and commission services	Officer time	Ongoing

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Objectives	Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
	Improve understanding of the level of need amongst homeless households for support from services dealing with substance misuse, mental health, criminal justice and ex-armed forces personnel.	<ul style="list-style-type: none"> • HS&PT 	<ul style="list-style-type: none"> • OCC • Community partners 	Failure to understand local needs and lack of robust evidence base to influence commissioning decisions	Officer time	End Jun 2019
	Work with Oxfordshire County Council to encourage early engagement with the council in the commissioning process to allow co-design of services to ensure the level of provision best meets the needs of local residents.	<ul style="list-style-type: none"> • HS&PT 	<ul style="list-style-type: none"> • OCC 	Needs of local residents not met by commissioned services	Officer time	Ongoing
3c) Provide help and support for households who are homeless or at risk of homelessness	Develop business case for permanent Tenancy Support Officer (TSO), within Housing Options Team and improve evidence of the impact and outcomes.	<ul style="list-style-type: none"> • Joint Housing Manager • HS&PT • HNT 	<ul style="list-style-type: none"> • TSO 	TSO post is currently only funded until March 2019. Outcomes monitoring and evidencing needs to be built into the service	Existing Budget	End July 2018

Priority 4: Ensure homeless households can access suitable temporary and permanent accommodation

Objectives	Key Actions	Responsibility	Key Partners	Risk if not completed	Resources Required	Target Date
4a) Ensure homeless households can access suitable temporary and permanent accommodation in the social housing sector	Improve our evidence base regarding the extent of affordability issues in relation to social housing.	<ul style="list-style-type: none"> • HNT • HS&PT 	<ul style="list-style-type: none"> • Performance and Insight Team 	Improved data collection is vital to better understand and evidence the extent to which tenants and prospective tenants experience difficulty affording social housing at affordable rent level	Officer time and / or externally commissioned review (funded by existing budgets)	End Dec 2018
	Explore ways with our registered provider partners to increase the delivery of social housing including both social rented and affordable rented properties.	<ul style="list-style-type: none"> • HS&PT 	<ul style="list-style-type: none"> • HOT • RPs 	Insufficient and/ or unaffordable new housing delivery	Officer time	End Mar 2019
	Support people on the housing register to develop the relevant financial and life skills to obtain and maintain a social tenancy.	<ul style="list-style-type: none"> • HNT • HS&PT 		Tenants being unable to sustain tenancies and resultant increase in homelessness	Officer time – additional staff resource to deliver this to be considered	Ongoing

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4b) Enable homeless households to access permanent accommodation in the private rented sector	Review the Council's offer to private landlords (Bond Scheme and landlord Home Improvements Grants)	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Private landlords • Private Sector Housing Team 	Inadequate offer to incentivise landlords to work with the council and accept housing service customers	Officer time Exiting budgets Potentially a capital bid	End Dec 2018
	Develop a communications & marketing strategy to promote the Council's 'offer' to private landlords.	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Communication Team 	Lack of information and awareness of council's offer	Officer time	End Dec 2018
	Explore opportunities with our registered provider partners to grow their local private rented portfolio and increase access to these properties for local people in housing need.	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • RPs 	Insufficient, affordable, good quality private rented stock	Officer time	End Mar 2019
4c) Ensure homeless households can access suitable temporary accommodation, minimising the use of bed and breakfast accommodation	Conduct a full review of the provision and procurement of temporary accommodation to ensure adequate and appropriate provision and best use of resources.	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • RPs 	There is potential for an increased demand for temporary accommodation as a result of the extended duties under the HRA and through the economic impact of UC implementation.	Officer time and / or external consultants (funded by existing budgets)	By Dec 2018
	Produce an up to date TA strategy.	<ul style="list-style-type: none"> • HS&PT • HNT 			Officer time	End Mar 2019
	We will undertake a post tenancy satisfaction survey for people who have been in temporary accommodation	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Performance and Insight Team 	We miss intelligence on any specific problems experienced by those we place in temporary	Officer time	End Dec 2018

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				accommodation, as well as any positive feedback		
4b) Ensure people experiencing domestic abuse can access suitable accommodation	Monitor the current refuge provision in Oxfordshire to ensure it meets Cherwell residents' needs	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • OCC • A2Dominion 	Inadequate provision for Cherwell residents to access refuge accommodation	Officer time	Ongoing
	Work with other Oxfordshire housing authorities to set up reciprocal arrangements for people ready to move on from refuge into permanent accommodation	<ul style="list-style-type: none"> • HS&PT • HNT 	<ul style="list-style-type: none"> • Oxfordshire district and City councils 	Increased homeless presentations from residents leaving refuge	Officer time	End Mar 2019