

Objective	Action	Target Year	Lead Officer	Status	Update
Priority 1: Make homelessness a rare occurrence by focusing on prevention and early intervention					
We will increase targeted early prevention activities, including to low-income households who need advice with debt and budget management who may be struggling through the cost-of-living crisis	Improve the Council's online homeless advice and information through a communication plan	Oct-23	Housing Options Operations Manager (HCB)	In progress	<ul style="list-style-type: none"> The refresh of the Council's homeless webpage, providing a dedicated page on homeless prevention, which encourages people to seek help early is currently being finalised by the Digital Team. A video has been developed and is on YouTube: https://youtu.be/-Ckx5dYog7c A homelessness prevention leaflet has been created and will be added as a downloadable option on the new webpage Attendance at Rotherham Show raised the profile of homeless prevention. 50 residents completed the survey, and only 41% were aware that the Council can help.
	Introduce digital Personal Housing Plan (PHP) on Housing Online so they can be accessible for all	Dec-24	Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> Provides customers with a digital version of their PHP . The team are currently configuring the PHP in NEC
	In addition to performance analysis and reporting by Homelessness Service Undertake an annual analysis on reasons for homelessness, individual needs and emerging trends to help identify new prevention activities	Dec-23	Housing Options Operations Manager (HCB)	In progress	<ul style="list-style-type: none"> Ar end September 2023, the top 2 reasons for homelessness presentations are family and friends unwilling to accommodate (32%) and the second reason is due to the end of a private tenancy at 72 (13.1%) of these 58 (8%) of these are due to the landlord selling their property. An Investment Case has been drafted to procure a mediation service. The Homelessness Team are proactive in negotiating with landlords, aiming to find solutions to avoid tenancies ending. Where this is not possible a housing plan is developed to support a planned move. The emerging trends are being analysed and monitored through the Homeless Strategic Board.
	Agree a SYHP approach to preventing homelessness and tackling rough sleeping through the South Yorkshire Partnership Group (SYHP) and Combined Mayoral Authority (SYMCA) Regular participation in meetings and review progress	Dec-24	Head of Housing Options (ST)	In progress	<ul style="list-style-type: none"> Progress is being achieved through the agreed SYHP pledges by collaboratively working on any identified common grounds and learning from best practice. A recent activity determined that the problem is the homelessness is rising and getting worse. The next activity is considering the root causes of homelessness
	Review the effectiveness of the new Prevention and Early Intervention service in 12 months time	Aug-24	Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> The proportion of households prevented or relieved from homelessness is showing an improving picture. Year end 2022/2023 78 % of households were prevented from becoming homeless and between April and September 2023 this has increased to 81%. The target is 85%
We will continue to carry out Council tenancy health checks with welcome visits to identify any support needs for intervention	Tenancy Health Checks and Welcome Visits are completed within the agreed KPIs and any identified needs are referred to specialised services	Dec-23	Housing and Estate Services Operations Manager (LS)	In progress	<ul style="list-style-type: none"> Between April to September 2023 Tenancy Health Checks have been completed on 1,863 of properties Between April to September 2023 – 85.8% of Welcome Visits have been carried out within 8 weeks of signing for tenancy
We will improve communications and engagement with private landlords so that we can intervene sooner where there is a risk of eviction	Feasibility assessment for the development of a new service 'Call Before you Serve' offering free and impartial advice for private landlords and identify any additional resources	Jun-24	Housing Options Operations Manager (HCB)	Not started	<ul style="list-style-type: none"> Feasibility assessment completed with recommendations (and actioned)
	Attend Landlord Forum and raise awareness of homelessness prevention	Apr-24	Homelessness and Temporary Accommodation Placement Manager (KF)	Not started	<ul style="list-style-type: none"> Attendance at Landlord Forum 2X p.a. A new Accommodation Officer is in post to source private rented homes
	Review and publish new contents on the Homelessness webpage for landlord advice and information	Dec-23	Housing Options Operations Manager (HCB)	No started	<ul style="list-style-type: none"> Content published to improve access to information for landlords
We will strengthen the Adult Social Care Pathway by improving the coordination and integration of support services around individuals and families to recognise the impacts of recurring instances of homelessness (including trauma) and act to prevent these where possible, adapting multi-disciplinary approaches which are focused on the best interest of the person	A housing officer is to be recruited as part of a wider prevention team which is being established as part of our enhanced adult social care front door offer	Dec-24	Head of Front Facing Services (JM)	In progress	<ul style="list-style-type: none"> Job profile developed. Currently under recruitment
	Complex Lives Teams are recruiting a dual diagnosis social worker. This worker will work with and support adults experiencing mental ill health and difficulties relating to substance misuse, which is known to also impact adversely on people's ability to sustain tenancies	Dec-24	Head of Safeguarding and Mental Health (AW)	Not started	<ul style="list-style-type: none"> This is an adult care led review, however housing are involved in the consultation
	Trauma informed training is being offered and will be fully delivered to all customer-facing staff as part of Adult Care and Integration's Training programme	Dec-24	Principle Social Worker (RW)	Not started	<ul style="list-style-type: none"> Measure Impact of Trauma Informed training delivered in terms of staff's individual skills / knowledge to ensure their practice is trauma informed
Victims of Domestic Abuse presenting as homeless will continue to be provided with a specialist Domestic Abuse and Housing Support Officer at the first point of contact	To review the process as part of quality assurance	Dec-24	Housing Options Operations Manager (HCB)	In progress	<ul style="list-style-type: none"> The homelessness manager and the complex lives team are currently reviewing the process map
We will review the 16/17-year-old joint protocol with Children's and Young People's service to prevent homelessness amongst young people	Review the 16/17-year-old joint protocol with Children's and Young People's service to address the needs of young people	Dec-23	Head of Looked After Children (SS) and Children in Need Team Manager (CMc)	In progress	<ul style="list-style-type: none"> A draft revised 16/17-year-old joint protocols being finalised with the Homelessness service and Children's and Young People's service to address the needs of young people.2 specialist young people advisors have been consulted and feedback captured in the revised version.
We will review what resources are linked to the First Response service to support families in crisis	Action and implementation plan is developed	Jun-23	Assistant Director of First Response (KW) and Head of First Response (LS)	In progress	<ul style="list-style-type: none"> An implementation plan is completed to enable the "Family in Crisis Team" to be operational and have a clear focus on Homelessness Prevention. Monthly joint meetings held with CYPs and Housing
We will continue to improve pathways into sustainable housing for Care Leavers	Continue with regular meetings between Housing and CYPs to find solutions, one being the SHAP bid for additional funding for 16-25 year olds, to annually review progress	Dec-23	Head of Housing Options (ST) and Head of Looked After Children (SS)	In progress	<ul style="list-style-type: none"> Increase of 14 units accommodation options available for young people / care leavers with the successful SHAP bid
Priority 2: Minimise the use and improve the quality of temporary accommodation, and end the use of hotels					
We will seek to end the use of expensive nightly paid hotels	Review of different models of temporary and supported accommodation and available funding	Dec-25	Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> A deep dive into the management of temporary accommodation has been arranged. - This will determine if there is there enough focus on resolving homelessness / too much focus on property mgmt. and find out if the occupancy agreement striking right balance. This will inform the development of a temporary accommodation policy.
To support this goal, as an interim measure we will increase temporary accommodation available to the Council from 114 to 130 by March 2025	To identify suitable housing stock to be used for TA (to link with stock and demand assessment work)	Mar-25	Strategic Housing Manager (SW)	In progress	<ul style="list-style-type: none"> The routine use of hotels is being monitored daily. There has been a reduction from 96 hotel rooms booked in March 2022, to 61 rooms in September 2023. Alternatives are being considered to prevent the use of out of Borough placements A review of the portfolio of temporary accommodation properties in operation, breaking down each property types, and their location
Over the longer term we want to reduce the use of temporary accommodation through a stronger focus on prevention	Develop a process to monitor effective throughput of temporary accommodation and void turnaround.	Sep-24	Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> A new model to track performance of the reletting of temporary accommodation and occupancy rates has been developed. Weekly updates are provided to the AD

	Develop and introduce a Temporary Accommodation policy		Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> Benchmarking for examples of a Temporary Accommodation policy is being undertaken. We have commissioned a specialist homelessness consultant to advise us on operational processes and procedures with a view to strengthening the prevention approach and use of temporary accommodation
	Implement a quality standard and a quality assurance check for temporary accommodation		Furnished Homes and Emergency Accommodation Manager (PH)	Completed	Inventory and property and health and safety checklist developed and implemented. 100% of properties checked when they become empty before it is made ready to let.
	Review the TA occupancy licence agreement and embed expectations of the customers responsibilities, including non-cooperation		Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> Review of the TA occupancy licence agreement has started. Legal are being consulted. As part of the process we will listen to feedback regarding pets and implement changes accordingly
Priority 3: Increase access to affordable housing options					
We will increase the number of households rehoused into private rented accommodation	The Homeless Service Accommodation Officer to increase private rented accommodation housing options. Year 1 to establish baseline, and year 1-2 to agree KPI's		Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	Between April 2023 and September 2023, 369 households were assisted to alternative accommodation, of these 122 were to private rented tenancies. The aim of the accommodation officer is also to prevent evictions from the private rented sector at 13.1%, of these 58 (8%) of these are due to the landlord selling their property. As part of the verification process we are carrying out checks to determine if the sales will or have materialised.
We will explore landlord incentives to help increase access to affordable private rented housing	Develop options analysis of private sector landlord incentives, to include exploring the feasibility of a Landlord Rent Guarantee Insurance Scheme		Private Sector Housing Coordinator (PB)	Not started	<ul style="list-style-type: none"> The outcome of the analysis will determine how success will be measured, with an aim to increase the number of affordable private rented properties available and the number of households rehoused into private rented housing
We will continue to help secure private rented housing by supporting financial assistance for tenancy deposits and rent in advance	Work with the Financial Inclusion Team to ensure income and expenditures are completed for all homeless households		Homelessness and Temporary Accommodation Placement Manager (KF)	Completed	<ul style="list-style-type: none"> The process has been changed so that all homeless households are referred to the Financial Inclusion team and receive an Income & Expenditure
	Undertake an analysis on how DHP's are contributing towards homeless prevention		Housing Options Operations Manager (HCB)	Not started	<ul style="list-style-type: none"> Complete analysis on how many DHP's are directly contributing towards homeless prevention and actions recommended
	Review the tenancy deposit and rent in advance process to ensure homeless households can secure private rented accommodation swiftly		Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> Increase housing options in the private rented sector between April and September 2023, 122 properties secured compared to 76 in 2021/22. An additional admin post is being recruited to and they will process the invoices so that landlords receive the payment quickly. This will give reassurance to landlords
We will increase the number of social housing, by building more Council housing and work in partnership with registered social housing providers	The Council will continue to direct build, acquire properties and work with providers and developers to assist to build new homes		Head of Strategic Housing and Development	Started	<ul style="list-style-type: none"> PE06 Number of new homes delivered with Council support, including affordable homes, so whilst the creation of more affordable homes has potential to free up more Council homes to let, it isn't specifically part of the target description. In terms of output, currently at 129 versus a year-end target of 200.
We will review the Housing Allocations Policy	Complete a light review of the Housing Allocation Policy		Advice and Assessment Manager (CW)	Completed	<ul style="list-style-type: none"> A light touch review of the Housing Allocation has been completed.
	Complete a full review of the Housing Allocations Policy including consultation and co-design work and the below actions		Advice and Assessment Manager (CW)	Not started	<ul style="list-style-type: none"> A full review will commence in December 2023
	To assess the banding priority of homeless households who are owed a Statutory Homeless Duty		Advice and Assessment Manager (CW)	Not started	<ul style="list-style-type: none"> A full Housing Allocation Review will commence in December 2023
	Review of Housing Assessment Panel (HAP)		Advice and Assessment Manager (CW)	In progress	<ul style="list-style-type: none"> A review of the Housing Assessment Panel completed. The terms of reference will be updated and monthly updates regarding lettings will be provided to Cabinet Member.
Work jointly with commissioning colleagues and partners to review housing related support and accommodation needs in Rotherham	To be a part of the Housing Related Support (HRS) project board to implement a new HRS pathway and to review service specifications of Commissioned Services		Strategic Commissioning Manager (LE)	Completed	<ul style="list-style-type: none"> Remodelling of the HRS services to create one single pathway is complete An agreed five year Flexible Servicing System is in operation.
Priority 4: Improve access to housing support, employment and health services					
We will ensure Council tenants are supported through the cost of living crisis, including through our financial inclusion offer	Aim to increase the capacity of tenancy support officers within the Council Financial Inclusion team - additional 3 X 3 FTE TSO's, so that vulnerable people in need are seen sooner		Financial Inclusion Team Leader (JC)	In progress	<ul style="list-style-type: none"> All new tenants have a meeting with the Financial inclusion team. The meeting gives the opportunity to maximise income and reduce expenditure The Council have helped grant fund the development of a tenancy ready learning portal, led by Rush House, a local homeless charity. The aim of this portal is to support people to greater independence to enable them to understand their rights and responsibilities to help them sustain their long-term future housing.
We will continue delivery opportunities to support with employment, training, volunteering, and education opportunities to all households	The Councils offer for supporting employment, training, volunteering, and education opportunities to all households is currently under review to ensure funding provides the most effective service.		To be confirmed	In progress	During 2022/2023 17 starts on the project, with 12 into employment/training = 70% between april and september 2023, 4 starts and 2 into employment/training
We will work with health partners and help to reduce health inequalities for all homeless households	Increase number of rough sleepers connected to health support services, including drug and alcohol support		Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> Relations with the newly awarded drug and alcohol support provider have been established. The provider joins the monthly rough sleeper outreach walk and attends the weekly drop in at Shiloh, along with the homelessness team and other agencies All rough sleepers are signposted to specialist services where required
	Attend weekly Delayed Transfers of Care (DTCO) meeting to be reviewed annually		Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> The homelessness Manager attends the DTCO meetings. A homelessness officer is also based at the hospital so that discharges have a planned move home
We will promote the use of translation services for applicants where English is not their first language, providing a range of ways to access and understand what support is available.	Information on the website can be translated		Housing Options Operations Manager (HCB)	In progress	<ul style="list-style-type: none"> The Homeless webpage has been refreshed and highlighted the translation options
	All staff are fully trained on how to use the translator services for phone calls and face-to-face appointments		Homelessness and Temporary Accommodation Placement Manager (KF)	Ongoing	<ul style="list-style-type: none"> Training is complete for all staff, and introduced as part of the induction plan for new starters Transition services are being well utilised when needed
Priority 5: Support people with complex needs					
We will work with partners to review the pathway into mental health services, to maximise the benefits of collaborative working and improve homeless households' experience and access to services across a 24/7 support model	Support Adult Care to review joint pathways to mental health support services and develop a mental health support model which provides 24/7 support		Head of Safeguarding and Mental Health (AW)	In progress	<ul style="list-style-type: none"> New model approved by Cabinet - Dec 2023 Implementation of new model - March 2024 New model goes live - April 2024
We will continue to improve pathways for people leaving institutions and long-term accommodation, such as hospitals and prison	Review process to ensure its effectiveness and any actions for improvement		Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> A specialist officer supports prison leavers and hospital discharges. The current case load is 26 prison leavers with a planned move on and 17 hospital/institution leavers with a planned move on
We will seek opportunities to develop different housing models for people with complex needs. This include increasing Housing First for	Attend bi-monthly working group which feeds into the South Yorkshire Mayoral Combined Authority (SYMCA) priorities to explore opportunities which may help to develop a regional approach to Housing First.		Head of Housing Options (ST)	In progress	<ul style="list-style-type: none"> Developed partnership which brings new regional shared practice. The partnership are analysis the route causes of homelessness

people with complex needs. This includes increasing housing first for adults and for young people aged between 18 to 25 years, focusing on young people who are in care and preparing for adulthood	Work in partnership with Commissioning as part of the Housing First (HF) review to include review of short term funding due to end in March 2024 for existing 10 HF units	Mar-24	Strategic Commissioning Manager (LE) Housing Options Operations Manager (HCB)	In Progress	<ul style="list-style-type: none"> Review of Housing First is complete Funding has been secured to maintain existing numbers of HF units Funding secured for a Youth Housing First Model in Rotherham
We will work with colleagues in Children's Services to understand service need for homeless young people with complex needs	Gap analysis for 18-25 year olds who are experiencing homelessness by looking at accommodation and support	May-23	Housing Options Operations Manager (HCB)	Completed	<ul style="list-style-type: none"> Completed gap analysis to help inform SHAP bid
	Co-design Single Homeless Accommodation Programme (SHAP) bid	Jun-23	Head of Housing Options (ST) and Housing Options Operations Manager (HCB)	In progress	<ul style="list-style-type: none"> SHAP bid submitted by Roudabout with successful outcome to fund additional 14 supported housing units specialised for 18-25 year olds
We will increase awareness and knowledge of trauma informed practices across homeless service provisions.	Budget identified and scope of training programme agreed to implement trauma informed practice and motivational interviewing training for officers	Dec-23	Homelessness and Temporary Accommodation Placement Manager (KF)	Not started	<ul style="list-style-type: none"> Identified budget leading to a trauma informed training programme for homeless staff
	Introduce reflective learning sessions to the Homelessness Team and embed best practice	Dec-23	Homelessness and Temporary Accommodation Placement Manager (KF)	Not started	<ul style="list-style-type: none"> Staff feedback and confidence in trauma informed approaches
We will increase staff awareness of all vulnerable groups, for example people with Learning Disability and Autism, generally to inform service processes and best practice	Management explores options on how to use skillset within Adult Social Care to assist with the development of staff	May-24	Homelessness and Temporary Accommodation Placement Manager (KF)	Not started	<ul style="list-style-type: none"> Staff feedback and confidence in engagement with those who have learning disability vulnerabilities
Priority 6: End rough sleeping in Rotherham					
We will continue to deliver effective services with our partners and continue to develop community drop ins	Increase community drop-in surgeries for households who are worried about homelessness issues, increasing face to face support and advice opportunities and report year end progress	Mar-24	Homelessness and Temporary Accommodation Placement Manager (KF)	Ongoing	<ul style="list-style-type: none"> Baseline 150 outreach clinics p.a delivered Increase the number of outreach drop-ins by 10% by each year end. This year we have increased drop ins at Shiloh to Monday, Wednesday and Friday, at Action Housing ever fortnight. Outreach drop ins are carried out at hotels twice per week, and at the Unity Centre once per month. There is also drops for Ukrainians twice per month at Riverside House.
We will continue to work closely with the Community Protection and South Yorkshire Police, responding to emerging issues of street begging	Attend the weekly town centre walk with the town centre coordinator and follow up on all reports received outside of the weekly walk	Dec-25	Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> All identified street beggars are visited by the Outreach team at known location and provided with advice and information Number of street beggars who are verified as rough sleepers would be offered a safe place to stay off the streets
We will improve our understanding of the nature and causes of rough sleeping in Rotherham	Carry out an root cause analysis of rough sleeping in Rotherham to help identify any common trends and look to consider any new preventative measures	Dec-24	Homelessness and Temporary Accommodation Placement Manager (KF) and Housing Options Operations Manager (HCB)	Not started	<ul style="list-style-type: none"> Reduced number of people rough sleeping
We will ensure there is a clear SWEP (Severe Weather Emergency Protocols) protocol and provision to respond to need	Review of SWEP (Severe Weather Emergency Protocols) to ensure there is sufficient capacity and support available to run it	Apr-24	Homelessness and Temporary Accommodation Placement Manager (KF)	not started	<ul style="list-style-type: none"> Consistent approach to SWEP No one is left outside during SWEP
	Produce a written local protocol for SWEP	Apr-24	Housing Options Operations Manager (HCB)	Not started	<ul style="list-style-type: none"> No one is left outside during SWEP
We will provide rapid rehousing solutions to households experiencing rough sleeping	Continue to jointly deliver the service with the commissioned provider and support move on options	Dec-25	Homelessness and Temporary Accommodation Placement Manager (KF)	Not started	<ul style="list-style-type: none"> Number of rough sleepers and those at risk of rough sleeping in Rotherham accommodated and moved on
	Continue to work with partners and commissioners to increase Rough Sleeper Accommodation Provision (RSAP)	Dec-23	Homelessness and Temporary Accommodation Placement Manager (KF)	In progress	<ul style="list-style-type: none"> As at 30 September 2023, 29 rough sleepers accommodated into hotels and 4 into Rough Sleeper hostel. The RSI team have started to undertake weekly 6am outreach walkabouts as opposed to 1 per month.
We will work with commissioning colleagues and providers to strengthen the pathway into commissioned supported housing	To be a part of the Housing Related Support (HRS) project board to implement a new HRS pathway and to review service specifications of Commissioned Services	Dec-23	Head of Housing Options (ST)	In progress	<ul style="list-style-type: none"> Remodelled the HRS services to create one single pathway An agreed five year Flexible Servicing System fit for purpose