



Lewes District Council
Homelessness and Rough Sleeping Strategy
(Draft)
2022-2027

DRAFT

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1. Our vision



Prevent – to reduce the incidence of homelessness

Intervene – to reduce the impact where homelessness has occurred



Sustainable solutions – to promote housing options and effective support services

2. Foreword

To add

3. Introduction

- 3.1. The demand for homelessness services has increased steadily over the past 5 years, and during 2020/21 the number of enquiries received by the council's housing needs team increased by over 20%. The impact of homelessness has a devastating impact on the individuals and their families directly affected, a social cost that extends into the wider community, and a financial cost that draws agency resources away from other key services.
- 3.2. This strategy sets out a framework within which, alongside local partners, the council will set out to reduce the impact that homelessness has on local individuals and households, and the priorities it will pursue in doing so.

What is homelessness?

- 3.3. Those who present as homeless do not have to be sleeping on the streets or lack a roof over their head at the time they ask for help. Households can also be considered homeless if they are:
 - Having to stay with friends or family.
 - Staying in a hostel, night shelter or bed and breakfast accommodation.
 - At risk of violence or abuse in their current home.
 - Living in poor or unsafe conditions.
 - Leaving an institution such as a prison or hospital, or the care system with nowhere to go.
- 3.4. This strategy uses a definition of homelessness that includes both rough sleepers, single people and families that are threatened with, or present as homeless. In short, any household that find themselves without a safe or secure place to call home.

How has this strategy been developed?

- 3.5. This strategy has been prepared in line with the requirements set out in the Homelessness Act 2002, which places a legal responsibility on local authorities to carry out a review of homelessness in their district and publish a revised homelessness strategy every five years. The review, undertaken earlier this year, provided an up-to-date picture of the:
 - Current levels of homelessness across Lewes District.
 - Support available to prevent homelessness and those experiencing it.
 - Level of resources available locally to tackle homelessness.
- 3.6. The wider public, local voluntary and statutory partners, were invited to comment on the findings of the review, and their responses have been used to inform the shape and direction of the resulting strategy, which sets out how the council will work with others to; put in place plans to prevent homelessness occurring; intervene effectively when it occurs; and deliver sustainable plans to address the underlying causes of homelessness and support individuals and households at risk.

4. Context

National context

4.1 The operating environment in which local authorities must deliver services to reduce homelessness continues to provide a number of key challenges. Increasing house prices, rising private sector rents and the reduced income many local households have experienced as a result of the pandemic, continue to have an impact, sustaining the high number of households accessing services and needing to be placed in temporary accommodation. Key issues to highlight include:

- **Covid-19.** Over the past year the pandemic has, not unsurprisingly, had a significant impact on central Government strategy. At a local level, this has resulted in teams re-focusing services by; providing emergency accommodation to rough sleepers as part of the 'Everyone In' initiative; putting in place additional safeguards to help maintain social distancing in temporary accommodation; and delivering remote services as standard. A ban on private rented sector evictions, in place since the first national lockdown, expired at the end of May 2021. Along with the broader economic impacts of the pandemic, this is likely to increase the level of demand on services and the potential impacts will need to be monitored in the months ahead.
- **Homelessness Reduction Act (HRA) 2017.** The implementation of this Act, whilst putting in place welcome additional protections for those at risk of homelessness, has introduced extra demands on the work of local housing needs teams. The changes it introduced included:
 - A new 'prevention duty', requiring local authorities to take reasonable steps to assist those likely to become homeless earlier, so within 56, rather than 28 days.
 - A new 'relief duty', which applies to those already homeless when they ask the local authority for help. This requires local authorities to provide support for 56 days.
 - A requirement to carry out a holistic assessment of the applicant's housing and support needs, then set out how these will be addressed in a defined 'personal housing plan'.

The combined impact of these changes has been to increase the overall number of applicants seeking help, alter the profile of those qualifying for assistance (in particular more single applicants and more households with complex needs are coming forward under the new duties) and increase the number of applicants placed in temporary accommodation.

- **Domestic Abuse Act 2021.** Under this new Act, domestic abuse is recognised as a direct factor conferring priority need for the first time, so applicants no longer have to prove that the abuse is creating vulnerability, to qualify for help. This is a welcome change that will provide re-assurance and certainty for individuals and their families presenting as homeless because of domestic abuse, and simplify the decision-making process for officers. The Act also introduces a new definition of domestic abuse and requires that housing authorities, when rehousing victims, should provide a secure lifetime tenancy.

- **National Rough Sleeping Strategy 2018.** In August 2018, the Government published this strategy which set out their current plans for ending rough sleeping by 2027. It comprises of three parts or ‘pillars’:
 - Prevention: understanding issues that lead to rough sleeping and providing support.
 - Intervention: helping rough sleepers with swift support tailored to their individual needs.
 - Recovery: supporting people in finding a new home and rebuilding their lives.

The three pillars of the strategy, along with the funding received via the Rough Sleeper Initiative, set out to halve rough sleeping by 2022 and eradicate it completely by 2027.

Local context

4.2 Lewes district has the highest average property prices in East Sussex, with the recent surge in market activity pushing up the average cost of a home to £405,000. High prices set the context for a range of issues locally that restrict access to housing markets. These include:

- **High affordability ratios.** These ratios, which compare the relationship between average property prices and average earnings, showed that by autumn 2020, median property prices were over ten times the local full-time salary. High house prices have a knock on effect on private rents, and in many parts of the district these continue to challenge the ability of local households to secure suitable housing. By March 2020, the average rent (all bed sizes) stood at £960¹ per month, a rise of 13 percent over the past five years.
- **Deprivation.** Indices of Deprivation, last published by the Office for National Statistics in 2019, provide a snapshot of relative deprivation in each locality in England, by looking at a range of factors including income, employment, education, health, and barriers to housing. These are combined into a single index. Overall, Lewes ranks as 194 out of 317 local authorities in England and contains no localities in the 10 percent most deprived. However, it contains two localities (Lewes Castle and Newhaven Valley) in the bottom 20 percent and in 2019, more than half (37 of the 62) of the localities in Lewes were more deprived than when the index was last published in 2015. Meanwhile, by the end of 2019/20, more than 3,000 children were living in low-income families, 13.5 percent of all children in the district.
- **Housing tenure and supply.** The total housing stock of Lewes District numbered 45,858 in 2019, an increase of 2,488 homes (so up by 6%) over the past ten years, driven largely by new private sector provision (2,245 homes) and a small increase in the homes delivered by housing associations (317 homes). Overall, the growth in social housing stock has been small, amounting to a net increase of only 243 homes in the past ten years, once *Right to Buy* losses are taken into account. However, this picture is changing, and planning records show that 58 affordable homes are expected to complete before the end of March 2022 and that 436 affordable homes have been granted planning permission at sites across the district, including 126 new council homes. The private rented sector is relatively small in Lewes District and at the time of the last census in 2011, it only housed 14% of households across the district, lower than for East Sussex as a whole (18%) and the South-East (17%).

¹ [Office of National Statistics - Private rental summary statistics July 2020.](#)

- **Housing demand and availability.** Private rents in many parts of the district are higher than the Local Housing Allowance (LHA), the Government cap that limits the amount of housing welfare payments that can be claimed to cover rent. This presents a real barrier to the market for those on lower incomes, who often have to look for cheaper areas to live in beyond the district or use 'living money' to supplement housing rental costs. The relatively small size of the private rented sector compounds the problem, with a shortage of supply contributing to high rents. Meanwhile, the demand for social housing is high and there are currently 1,050 households waiting for homes on the council's housing register, whilst both new supply and available re-lets are low. During 2019/20 a total of only 115² council homes and 70 housing association homes became available. This combination of high house prices and rents, along with restricted housing availability in both the private and social rented housing sectors, presents a real housing challenge to residents of the district.

Strategic fit

4.3 This strategy contributes directly to the housing priorities set out in Lewes District Council's Corporate Plan 2020 - 2024, which sets out five clear objectives targeted at increasing the supply of housing, reducing housing need and tackling homelessness. The five set out to:

- Support the provision of social, affordable, sustainable, energy and resource efficient, climate resilient housing, delivering for residents more effectively.
- Build more rented council homes in the district, including in local villages, and provide homes which support independent living.
- Use the planning system to support affordable housing delivery.
- Increase housing through innovation, modular housing and developing infill sites.
- Reduce the reliance on temporary and emergency accommodation.

The Corporate Plan sets out a number of associated goals, including the:

- Provision of 200 new council houses and 300 new affordable homes.
- Opening up of quality housing options for low to middle income residents.
- Delivery of accessible housing for those with physical and additional support needs.

5. Summary of Findings from the Homelessness Review

5.1. The review set out to provide an up-to-date picture of the:

- Current levels of homelessness across Lewes District.
- Support available to prevent homelessness and those experiencing it.
- Level of resources made available locally to tackle homelessness.

A summary of key findings from the review is set out below.

² [DLUHC - Local authority statistical housing returns 2019/20.](#)

- **Service demand and operational response.** The review showed that the demand for services is high and likely to remain so into the foreseeable future. During 2020/21, 702 households raised enquiries with the housing needs team, an increase of 23% on the number received the year before. Sixty percent of these enquiries (433) progressed through to a formal homelessness application, and of these around two-thirds (284 households) were found to be owed a prevention or relief duty.
- **Statutory duties and the council's response.** In 2020/21, the council helped find homes for over half of the 62 households owed a prevention duty (because they were threatened with homelessness), were helped to stay in their existing home or find a new one. Around a fifth (19%) went on to become homeless. Of the 147 households owed a relief duty (because they were already homeless when they applied for help), around 40% were helped to secure a new home, whilst 36% remained homeless and went on to be assessed under the main homelessness duty. Taking action to address homelessness in this way reduces both the social cost of homelessness on households and the financial costs borne by the council.
- **Main duty assessments.** The number of main duties assessments conducted (these are carried out because households could not be helped earlier in the process), fell during 2020/21, as did the percentage of those qualifying for a new home because they were assessed as being homeless and in priority need. This fall is almost certainly because of the increasing numbers of single households coming through the system, due to the implementation of the HRA 2017 and more recently, the pandemic. These households are less likely to qualify as a priority than families, as children are the key drivers of priority need. Most households for whom the main duty ended were housed in a council, or other socially rented home (86%), with only 1 in 10 accepting an offer in the private rented sector.
- **Partnerships.** Working with statutory and voluntary partners has been integral to the local response to the challenges homelessness presents, and a wide range of dedicated partners have worked to help prevent homelessness and provide support to vulnerable households across the district. The new 'duty to refer' pathway, introduced by the HRA is working well, with 1 in 10 (9%) of the enquiries received having been referred by another agency this way. The National Probation Service, hospitals and prisons were the leading sources of referral, and the strategy will focus on work to ensure that all agencies are aware of their responsibilities under this duty.
- **Local trends and Covid-19.** Over the past year, analysis of how the housing needs service has been operating indicates that the pandemic has had a local impact that reflects national trends. As such, the associated policies that have sought to restrict evictions and increase the assistance given to the most vulnerable, have increased the number of single households, and reduced the number of households with children, who have been assisted under homelessness duties.
- **Impact of the HRA 2017.** There is evidence that the shift towards assisting more single households was underway before the pandemic, as a result of the new prevention and relief duties introduced by the HRA. This means that the service is managing higher numbers of single and vulnerable people with complex needs, illustrated by the fact that the percentage of those owed a prevention or relief duty with support needs increased from 33%, to 45%, between 2019 & 2020.

- **Longer term trends.** Whilst in the short term there is likely to be some re-balancing of the profile of those accessing the service, as the impact of Covid-19 eases, services are likely to continue to face a high level of demand from a more marginalised and challenging customer base. In addressing these trends, emphasis will need to be placed on putting in place high quality services, that seek to reduce demand through preventative activity and intervene effectively to support those households affected by homelessness.

6. Strategic Priorities

6.1. The strategic priorities are based around the following key themes:

1. PREVENTION

Quality housing needs services - dedicated to effective advice, holistic and informed assessment.

Preventative casework - avoiding those seeking help from becoming homeless.

Targeted preventions for the most vulnerable groups – through the provision of agreed pathways into support.

Strategic activities - that seek to identify issues that drive homelessness across the district and apply remedies to reduce it.

2. INTERVENTION

Tackling rough sleeping – continue supporting the county-wide approach to reducing harm and addressing associated multiple, complex needs.

Partnership working - maximise the effectiveness of joint working and pathways for at risk groups.

Temporary housing – provide a safe, secure, value-for-money accommodation portfolio.

3. SUSTAINABLE SOLUTIONS

Re-housing - establish a range of sustainable housing and move-on options for homeless households.

Support - deliver effective support services to help customers maintain accommodation once housed.

- 6.2. Each of these priorities is underpinned by a series of cross-cutting themes:
- Effective collaborations with statutory, agency and voluntary partners.
 - High quality, value for money services that make the most of available funding.
 - Skilled and well-trained staff.
- 6.3. Pursuing an integrated approach that works with partners to assess and prevent the local causes of homelessness, can help deliver best practice, reduce the barriers that restrict people from accessing services, and equip residents with the skills they need to sustain their tenancy in the longer term.

7. Priority **1** – PREVENTION

- 7.1. The Homelessness Reduction Act (2017) introduced an enhanced *prevention duty* for local housing authorities, extending the period that they are required to work with those threatened with homelessness, from 28 to 56 days. Under this duty, the local authority must take reasonable steps to prevent eligible persons from becoming homeless, by helping them stay in their current home, or find a new one. This duty informs the first priority of the strategy, and it will focus on addressing this by delivering an approach that balances strategic activities, preventative casework, and targeted support to the vulnerable. Underpinning this are the processes and resources needed to deliver a quality housing needs service.
- 7.2. Taking each in turn:
- **Quality housing needs services - dedicated to effective advice, holistic and informed case assessment.** Plans will address this by putting in place processes that provide access to readily available housing advice, backed up by a well-equipped and knowledgeable team. The team will be empowered to deliver tools that intervene early to increase the likelihood of a successful outcome. Keeping the skills of the team up to date, to ensure that they deliver high quality casework throughout the customer journey, and developing IT systems in order to automate and support processes, are the other essential elements that will help drive successful service delivery.
 - **Preventative casework - avoiding those seeking help from becoming homeless.** The approach here seeks to maximise the proportion of residents supported to stay in their existing home, or where this is not possible, facilitate a planned move to a new one. Maximising success here reduces the trauma experienced by households undergoing homelessness, as well as the financial costs of funding emergency accommodation. Activities providing financial incentives, debt guarantees, undertaking negotiation with private landlords, family and friends, will all be key to success, and the strategy will seek to find ways of optimising their use. For many households, the private rented sector (PRS) is likely to be the only housing option available and the confluence of high rents and limited supply in the district means that the strategy must focus on expanding PRS housing options. Promoting the recently launched landlord incentive scheme, dedicating resources to work hand in hand with local agents, and examining innovative ways to boost provision are all key areas of focus.

- **Offering targeted preventions for the most vulnerable – through the provision of agreed pathways into support.** Providing accommodation alone is not a rounded solution to homelessness, especially for those with additional or complex needs, who will usually require extra help to sustain their tenancy and manage in their new home. Without this support vulnerable individuals and households can find themselves in repeat cycles of homelessness and at increased risk of rough sleeping. Fostering collaborations to develop and maintain clear and effective pathways (for example when clients leave hospital, prison, care or the RSI), delivering holistic services around those with the highest level of need, and increasing access to supported accommodation, are all tools that the strategy will help deliver.
- **Strategic activities - that seek to identify issues that drive homelessness across the district and apply remedies to reduce it.** Activities will look to address this by focussing on modelling tenure, income, and welfare benefit data, to help identify which local households are likely to be most at risk of homelessness. Identified groups can then be engaged ‘upstream’, to reduce this risk materialising by co-ordinating locally available funding, staff, and project resources to offer support. Drawing these together to align wellbeing and employment programmes, as well as personal housing and treatment plans, are the kinds of activities likely to offer the greatest chance of reducing future demand on services.

8. Priority 2 – INTERVENTION

- 8.1. The second strategic priority reflects the *relief duty*, also introduced by the Homelessness Reduction Act, under which local authorities must intervene when an applicant has already lost their accommodation and is homeless when they apply for help. Under this duty authorities must take reasonable steps to help the applicant secure a new home. Not every applicant can be prevented from losing their accommodation, so it is crucial that plans are in place to help maximise the range of realistic housing options available to local households.
- 8.2. Targeted casework and putting in place a robust and well-resourced housing needs service are as important here as they are in helping prevent homelessness. Beyond that, the approach set out in the strategy is based around continuing to focus work through the rough sleeper initiative and working with partners to address the needs of identified at risk groups. A further key goal of the strategy sets out to help minimise the use of temporary accommodation placements, but where these are necessary the strategy will focus on ensuring that the accommodation used is safe, appropriate to the household concerned, and represents value for money for both the applicant and council.

8.3. Taking each in turn:

- **Tackling rough sleeping - continue supporting a county-wide approach to reduce harm and address associated multiple, complex needs.** The Rough Sleeping Initiative (RSI) remains central to recent work supporting rough sleepers, and local partners are keen to build on the success of the work here in East Sussex, which has been cited as an example of best practice across the country. Working in partnership to secure ongoing funding, replicating the model used by the RSI to provide support to the wider group of local residents experiencing multiple complex needs (not just rough sleepers), and developing a single county-wide pathway approach for the most complex cases, are the key goals that the strategy will set in the years ahead. Moving in this direction will help develop a more holistic approach to assessment, deliver models of support tailored to individual needs, and create flexible pathways into suitable accommodation options, such as housing first, supported accommodation and transitional units.
- **Partnership working - maximise the effectiveness of joint working and pathways for at risk groups.** Addressing this goal will build on a range of projects and programmes already being delivered in partnership with other East Sussex local authorities. Recent examples of these include; a new service working with rough sleepers and others with complex needs to offer wellbeing support and employment advice; the deployment of independent domestic violence advocates who will help housing needs teams support victims; and the launch of a new multi-agency assessment framework, which meets monthly to discuss high risk multiple complex needs cases and agree management action plans. Additional pathways of support are in place for prison and care leavers. The new strategy will look to build on these initiatives and ensure that the outcomes are aligned to address and reduce homelessness.
- **Temporary accommodation – provide a safe, secure, value-for-money accommodation portfolio.** The overriding goal here is to eliminate the use of emergency accommodation, to reduce the social cost of the disruption its use causes households and help minimise the financial costs to the council. However, there are times when its use is unavoidable, so there is a need to ensure that both short-term emergency and medium-term temporary accommodation options, provide safe homes that represent value for money. The strategy will put in place clear procurement goals and work with other partners (in the local *Temporary Accommodation Action Group*) to agree standard rates with providers and agree common standards and levels of support for residents.

9. Priority **3** – SUSTAINABLE SOLUTIONS

- 9.1. This third priority acknowledges the importance of having in place a range of options to meet the level of housing demand across the district. It also recognises that having access to accommodation alone does not necessarily address the underlying causes of homelessness, and that any housing may need to be supported by services that can help support new households to keep their home. Aligning housing and support can help prevent future homelessness, break the cycles that can lead to long-term instability, and close the ‘revolving door’ experience that many vulnerable households experience.

9.2. Taking each in turn:

- **Re-housing - establish a range of sustainable housing and move-on options for homeless households.** The housing offered to households will include privately rented accommodation, social and supported housing, so the focus of the strategy here will be to help back the expanded provision of each. Carrying out robust housing needs assessments, taking steps to ensure that identified needs are reflected in new developments, and taking steps to open up the housing availability (particularly of the private rented sector) to those on low incomes, are all key. Commissioning a balanced range of supported accommodation and putting in place effective arrangements for allocating it, so housing solutions are in place for every level of need, is also a key strategic goal.
- **Support – deliver effective services to help customers maintain accommodation once housed.** The strategy recognises that those moving into new homes have needs that can range from a low level of practical support to help with settling in, to intensive support that may be needed to sustain tenancies over the longer term. Effectively assessing need and establishing the resources and skills required to meet it is a key goal of the new strategy. These needs will not always be fixed, so some degree of flexibility is required to allow support to be ‘stepped up’ or ‘stepped down’ as demand necessitates. A new pilot to address wellbeing, health and employability is already being delivered in partnership with the County’s public health team. This provides access to a wide range of interventions and the strategy seeks to expand this to develop a county-wide service capable of having a lasting impact on supporting the stability of many more households.

10. Governance & monitoring.

- 10.1. The senior leadership team within Homes First will oversee the delivery of this strategy. It will monitor key milestones and the targets that need to be met to maintain progress against the set priorities. It will also assign responsibility for completing tasks to named individuals and postholders within Homes First, or in other teams as appropriate. It will review progress against the plan every six months and invite key stakeholders to take part in the review process each year. The council’s lead member for housing will receive an annual report on progress against this strategy.

11. Action Plan

Priority 1 – PREVENTION				
Objective	Action	Outcome	Target date	Progress/ Comments
Quality housing needs services - dedicated to effective advice, holistic and informed case assessment.	Train and develop a team of confident and experienced Housing Options officers to deliver both high quality assessment of needs as well as excellent customer service.	All staff up to date with relevant legislation and case law.	April 2022	
		All staff trained in 'Trauma-Informed' approach to assessment.	April 2022	
		Key named staff/champions who attend additional specialist training in areas such as domestic abuse and mental health awareness.	April 2022	
		Update website content to channel residents towards self-service options to reduce unnecessary contacts	July 2022	
		Reduction in complaints / enquiries about time delays or the quality of service.	Sept 2022	
		Adopt an efficient IT system for case management and homelessness decisions.	July 2022	

	Develop IT systems to maximise efficiency, case management and reporting capabilities and use those reports to target future interventions to priority groups.	Management reports are automated weekly, monthly and quarterly detailing caseload, approaches, throughput, demographics and so on.	July 2022	
		Reporting data is able to be easily extracted and shared with partners when designing new initiatives or deciding on funding allocations to respond to local demand.	July 2022	
		All key customers processes including applications for homelessness, housing register, and change of circumstance forms are fully operational online.	Dec 2022	
		Automation of processes reduces time spent on administrative tasks within Allocations team.	Dec 2022	
		Established written protocols and SLAs with all key partners regarding referral pathways and agreed joint working practices.	Dec 2022	
	Work with statutory and voluntary sector partners, ensuring customers can access advice & practical support which meets a wide range of support needs as well as realistic housing solutions.	Development of a regular county-wide forum for homelessness services via Homeless Link.	Dec 2022	
		Monthly team meeting has a standing agenda item inviting colleagues from partner agencies to discuss their services and projects.	Established and ongoing.	

		Effective internal processes between teams - a timely response to prevention work and excellent customer service – fewer complaints.	Ongoing	
Preventative casework - avoiding those seeking help from becoming homeless.	Work effectively with other colleagues in the council such as Housing Benefit, private housing, neighbourhood services, licensing, and income teams to help resolve issues that customers may have in their existing homes.	Improvement in H&S standards in private sector accommodation – fewer approaches due to disrepair.	April 2023	
		Review responsibility for account management and debtor processes to maximise debt recovery.	July 2022	
		Jointly review existing duty to refer processes and ensure process is as cohesive as possible across the various authorities and IT systems	Dec 2022	
	Work in partnership with neighbouring authorities and named public bodies to review and maintain effective Duty to Refer pathways, and encourage earlier identification, intervention and prevention of homelessness and housing needs.	Timely referrals to specialist agencies and support services – improved prevention outcomes for applicants.	Ongoing	

	Explore the creation of a dedicated 'hub' of local partners, integrating the prevention work of council teams, voluntary and agency partners, to focus on 'upstream preventative activities' and fully co-ordinate preventative casework.	Embed hub at the heart of the council's preventative work and deploy solution that reach those at risk of losing their home earlier.	Dec 2022	
		Reduce the proportion of relief vs prevention outcomes managed through the housing needs team.	Dec 2022	
		Increasing the volume of planned moves to alternative PRS homes and other housing options through negotiation and use of financial incentives.	Dec 2022	
	Target financial support for tenants (DHP, deposit & rent in advance)	Scheme published/advertised to private sector landlords	Nov 2022	
	Develop an effective, value for money, private sector scheme which encourages more private landlord to rent to housing needs referrals	Key point of contact for private sector landlords – better working relationship with landlords and the NLA	June 2022	
		Increase in private sector properties available for homeless applicants	June 2022	
		Increase in prevention outcomes and reduction in TA numbers/length of stay	June 2022	
		Established duty to refer pathways – reduction in 'relief' cases and increase in 'prevention' approaches due to earlier referrals	June 2022	

Offering targeted preventions for the most vulnerable – through the provision of agreed pathways into support.	Jointly manage and review key ‘duty to refer’ pathways such as for those leaving hospital and leaving care teams to ensure effective case management and intervention for the most vulnerable clients.	Funding contribution to the East Sussex Schools Homeless Prevention Project	Ongoing	
	Support education & awareness initiatives for young people & care leavers to highlight the reality of becoming homeless and encourage them to seek support at the earliest opportunity.	Maintain sessions delivered in schools across the area	Ongoing	
		Reduction in number of 18–25-year-old homeless applications	April 2023	
		Jointly funded prison housing officer in post (Local Leadership Integration Fund bid - LLIF).	June 2022	
	Develop pathways and support for prison leavers and those in the criminal justice system through grant funding and partnership solutions (as part of LLIF bid).	Reduction in number of prison leavers entering emergency accommodation / temporary accommodation (EA/TA)	Dec 2022	
		Joint working initiative with Children’s Services to manage intentionally homeless families in EA and reducing the number of intentionally homeless families in EA/TA.	Dec 2022	

	Agree joint working pathways with Children's Services for care leavers or families who may be intentionally homeless, to minimise the impact of homelessness and effectively manage joint working pathways for those leaving care.	Embedded a defined pathways for applicants leaving care to help reduce the number of care leavers in EA	Dec 2022	
Strategic activities - that seek to identify the issues that drive homelessness across the district and apply remedies to reduce it.	Use data modelling to identify families at risk of future homelessness.	Clearly identified lists of local residents to be targeted for intervention.	July 2022	
	Engage identified households and identify specific issues and target practical, wellbeing and employment initiatives to improve housing options.	Reduced demand on local homelessness services.	December 2022	

Priority 2 – INTERVENTION

Objective	Action	Outcome	Target date	Progress/ Comments
Tackling rough sleeping - continue supporting the county-wide approach to reducing harm and addressing associated multiple, complex needs.	Work with neighbouring authorities and key delivery partners to establish local funding commitments and longevity for Rough Sleeping services once MHCLG funding ends	Rough sleeping services continue to be funded by local services once DLUHC funding ends	April 2025	
	Develop a single county-wide pathway approaches for support and accommodation for customers with the most complex support needs, such as tiered levels of support and a multiple complex needs 'hub'.	Multi Agency Risk Management (MARM) protocols embedded across the county	April 2022	
		A central multi-disciplinary team/ hub is established where multiple complex needs (MCN) cases across the county are managed.	April 2023	
		Reduction in the number of MCN cases in emergency accommodation	April 2023	
	Continue to manage capital and revenue grants from DLUHC and Homes England, to provide dedicated move-on accommodation for former rough sleepers and work collaboratively with relevant partners	Effective delivery of the property acquisitions within the Rough Sleeper Accommodation Programme (RSAP) capital grant – 2021/22 round.	April 2022	
		Effective delivery of the support services within the RSAP revenue grant – 2021/22 round.	April 2022	

	to ensure the success of those placements.	Start to increase in the number of units available within LDC specifically for use by former rough sleepers.	From April 2022	
		Overall reduction in number of rough sleepers in LDC.	April 2022	
	Engage with the voluntary sector to target and deliver support where it is needed most and make best use of their well-established working relationship with this client group.	Established county-wide homelessness forum for relevant partners via Homeless Link	Ongoing	
		Joint work with voluntary groups for Severe Weather Emergency Protocol (SWEPE) responses and winter night shelters	Ongoing	
Partnership working - maximise the effectiveness of joint working and pathways for at risk groups.	Strategic commitment to partnership working across various multi-agency panels and forums to find solutions in the most complex of individual cases.	Embed Multi Agency Risk Management (MARM) protocols implemented across the county	April 2022	
		A central multi-disciplinary team/ hub is established where MCN cases across the county are managed.	April 2023	
		Reduction in the number of MCN cases in emergency accommodation	April 2023	
	Strategic commitment to close working with East Sussex districts and boroughs to minimise duplication, pool resources and reduce costs.	Membership and attendance at the East Sussex Housing Officers Group (ESHOG) Homelessness sub-group and other relevant ESHOG sub-groups	Ongoing	

	Continue with consortium applications for grant funding wherever possible to maximise funding opportunities and value for money.	Successful joint bids with other East Sussex authorities for future funding opportunities	Ongoing	
	Contribute to the county-wide efforts to improve services and options for victims of domestic abuse, including the Respite Rooms project and the deployment of Independent Domestic Violence Advocates.	Effective range of housing options and support for domestic abuse victims	April 2022	
		Reduction in number of Domestic Abuse victims going into emergency accommodation.	July 2022	
	Work with partners across the county to establish clear pathways for prison leavers at risk of homelessness.	Jointly funded prison housing officer in post (via LLIF bid).	April 2022	
		Reduction in number of prison leavers entering EA/TA.	Dec 2022	
Temporary accommodation – provide a safe, secure, value-for-money accommodation portfolio.	Review existing emergency and temporary accommodation provision to ensure value for money across the TA portfolio.	Reduction in average cost per unit.	April 2022	
		Reduction in overall cost of TA	April 2022	
		Portfolio of TA properties including disabled access and staffed accommodation to better meet a wide range of applicants housing needs	Sept 2022	
	Review the allocations policy and make the best use of existing social housing stock.	Allocations policy review and consultation completed	June 2022	

		Effective internal processes matching disabled applicants with adapted properties	Sept 2022	
		Reduced void turnaround times on council stock	Ongoing	
	Explore the opportunities to develop and maintain a County-wide TA policy and approach to procuring units, making placements, and managing the stock.	Shared policy and procedure in place	April 2023	

Priority 3- SUSTAINABLE SOLUTIONS

Objective	Action	Outcome	Target date	Progress/ Comments
Re-housing - establish a range of sustainable housing and move-on options for homeless households.	Explore developing a cohesive county-wide approach to PRS procurement and lettings of AST and leased properties.	Ensure a range of sustainable move-on options for homeless households.	April 2023	
	Work with partners in ESCC to ensure the commissioning and best use of supported accommodation across the county.	New supported provision jointly commissioned by ESHOG via the Supported Accommodation framework.	Ongoing	
		Fewer applicants in EA awaiting move-on to supported accommodation placements	Ongoing	
	Accelerate the delivery of new affordable general needs and supported housing , in partnership with the Council’s development team, developers and registered providers.	A larger approved pipeline of new homes across the district.	Ongoing	
	Ensure the Allocations policy balances the needs of homeless and housing register applicants	Revised allocations policy	June 2022	
	Make best use of the Disabled Facilities Grant to provide suitable adaptations for disabled applicants in both the public and private sector, and in turn allow more people to	DFG stats reflected in homeless prevention outcomes.	Ongoing	

	continue to live independently in their own home.			
	Undertake regular assessments of housing need to inform the delivery plans of new homes.	A clear and updated schedule of information to inform housing delivery plans.	Dec 2022	
Support – Deliver effective services to help customers maintain accommodation once housed.	Develop a Wellbeing and Employability service bridging the gap between health, homelessness and worklessness.	Establish support and services to help customers maintain accommodation once housed.	April 2022	
	Develop a standalone <i>Tenancy Readiness Platform</i> to provide training for homeless applicants in specific areas of independent living and tenancy sustainment	Tenancy readiness platform design and build complete, fully operational	Sept 2022	
		Tenancy readiness platform embedded into Housing needs procedures	Dec 2022	
		Tenancy readiness platform licensed out to other organisations	Dec 2022	