

<b>Meeting:</b>	<b>Overview and Scrutiny Committee</b>	<b>Date:</b>	<b>1<sup>st</sup> March 2021</b>
	<b>Cabinet</b>		<b>10<sup>th</sup> March 2021</b>
<b>Subject:</b>	<b>Housing, Homelessness and Rough Sleeping Strategy - Strategy and Recovery Update for 2020/21</b>		
<b>Report Of:</b>	<b>Cabinet member for Communities and Neighbourhoods and Cabinet Member for Planning and Housing Strategy</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>Yes</b>	<b>Budget/Policy Framework:</b>	<b>Yes</b>
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<b>Appendices:</b>	<b>1. Housing, Homelessness and Rough Sleeping Strategy 2020-2025</b>		
	<b>2. Recovery Action Plan</b>		
	<b>3. Covid response summary graphs</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To update Cabinet on the progress made towards the Housing, Homelessness and Rough Sleeping Strategy in year one including the work on recovery from Covid-19.

### 2.0 Recommendations

- 2.1 Council is asked to **RESOLVE** to note the contents of the report.

### 3.0 Background and Key Issues

- 3.1 There is a legal requirement for Local Authorities to have a 5-year Homelessness Strategy. The current Housing, Homelessness and Rough Sleeping Strategy was produced in 2020 and is a five-year strategy running until 2025. The strategy can be found in appendix 1.
- 3.2 To ensure continuous monitoring of progress annual action plans are created and worked towards with annual reviews of progress made against these plans. The action plan can be found in appendix 2. Please note that the action plan is a live document so there may have been further developments since the writing of this report.
- 3.3 The current strategy was intended to be adopted at full Council in March 2020 but instead was adopted by emergency decision by the Managing Director due to the Covid-19 pandemic hitting the UK and all meetings being cancelled due to the first national lockdown.

- 3.4 In light of the pandemic the year was action plan was designed to also monitor the recovery process and progress made towards service recovery. Key achievements are outlined below.
- 3.5 Despite the limitations caused by the Covid-19 pandemic, significant progress has been made on some key areas, setting foundations for further actions to be delivered in year 2.

### **Resources**

- 3.6 To ensure successful delivery of the 5-year strategy progress has been made towards ensuring the right resource is in the right places to enable work in future years. This progress most notably includes the appointment of a Housing Projects and Strategy Team which includes a new Private Sector Engagement Officer.
- 3.7 At management level, our new Housing innovation manager is now in post and a new Countywide programme Manager, recruited and managed by the City Council and funded externally will be joining us in February as well as a number of externally funded support officers to manage the countywide project work.
- 3.8 An Innovative Housing Options Plus role was established as response to the hotel situation and review of role and development planning is in progress. Through this we have recognised the benefits of having Housing options reaching into the community.

### **Partnership**

- 3.9 Gloucester have played a leading role in the housing response to the Covid-19 pandemic and as part of this Officers led a countywide partnership governance review. This work will see previous business as usual structures merge with the 'response' or 'cell' structure to ensure best practice from both can be realised without duplication.
- 3.10 During the Covid-19 response Officers from City Council have Chaired the Strategic Housing partnership, The Housing Partnership Oversight Group and the Operational Housing cell, leading and coordinating action, decision making and strategy across these groups.

### **Funding**

- 3.11 Gloucester played a leading role in the submission of a £4.2m bid to MHCLG for funding to support the housing effort through Covid-19. This bid was successful to the sum of £3.8m and will realise 51 units of accommodation across the county with dedicated support attached, as well as some other projects.
- 3.12 Gloucester City have successfully applied for annual 'Cold Weather Funds' which will be used to support placements made during the Severe Weather Emergency Protocol (SWEP).

## **Practice**

- 3.13 Housing services have had to adjust significantly to home working, new technology and unprecedented demand as well as continuous changes to national guidance.

## **Accommodation**

- 3.14 Current emergency accommodation owned by the City Council and managed by an external provider is currently out to tender for a new management contract to ensure best value and access for residents that need emergency housing.
- 3.15 Gloucester City have supported a registered provider to develop a scheme of 9 units in the City Centre suitable for families in need of temporary accommodation.
- 3.16 Gloucester City, as part of the countywide partnership, have invested in a leasing scheme run by a local service provider to provide accommodation for people with low support needs through the private sector.

## **4.0 Social Value Considerations**

- 4.1 Housing in the City has a significant impact on the health and wellbeing of our communities. The Housing and Homelessness Strategy seeks to ensure we deliver our services on the basis of the needs of our residents and the action plan supports this approach.

## **5.0 Environmental Implications**

- 5.1 Responding to climate emergency is a cross cutting theme of the main strategy. Housing is a key part of our environment and the impact on our environment in terms of design, planning and delivery will be carefully considered.

## **6.0 Alternative Options Considered**

- 6.1 The action plan allows monitoring and review of progress towards the 5-year strategy and ensure delivery. We could decide not to write annual action plans, but this would reduce our ability to monitor progress and recognise issues.

## **7.0 Reasons for Recommendations**

- 7.1 The recovery action plan was written with the support of partners from the local Housing system including registered housing providers, County Council officer's, VCS and members of the City Council staff. It represents both Gloucester City and our partners view on current priorities.

## **8.0 Future Work and Conclusions**

- 8.1 A year 2 action plan is currently being scoped. It will include some of the outstanding or ongoing actions from the Year 1 plan, incorporate any further

recovery work and add in actions from the master strategy which will be required to ensure delivery within the 5-year period.

## **9.0 Financial Implications**

9.1 This report provides an update on progress against the five-year strategy. There are no financial implications within this report. An action plan for year two of the strategy is currently being scoped, when this is reported, financial implications will be considered.

(Financial Services have been consulted in the preparation this report.)

## **10.0 Legal Implications**

10.1 Whilst under S29 of the Deregulation Act 2015 the council is not required to have a housing strategy, it is required to have a Homelessness Strategy in place so that its duties under the Housing Act 1996 (as amended) and the Local Government Act 2003 can be met. The Homelessness Act 2002 requires local authorities to publish a strategy setting out how it will address homelessness (including rough sleeping) and the Localism Act 2011 places a duty on all local authorities to produce a tenancy strategy.

10.2 This report provides an update of progress made during the first year of the adopted Housing, Homelessness and Rough Sleeping Strategy.

(One Legal have been consulted in the preparation this report.)

## **11.0 Risk & Opportunity Management Implications**

11.1 This action plan has been created to help manage the risk for the council. If this strategy is adopted and the Council fails to deliver on the outcomes identified, that will cause reputational damage for the Council and negative social impact for the City. An action plan detailing progress and performance measures ensures appropriate monitoring takes place throughout the duration- 2020-2025.

## **12.0 People Impact Assessment (PIA) and Safeguarding:**

12.1 This is an update report, so a PIA was not required.

## **13.0 Community Safety Implications**

13.1 The design, planning, delivery, management and mix of accommodation across the City can have a significant impact on community safety. This action plan ensures we stick to the strategy and will help by informing our priorities and our approach to developing new communities and delivering on the City's Housing Needs.

## **14.0 Staffing & Trade Union Implications**

14.1 None

**Background Documents:**

- 1. Draft Housing, Homelessness and Rough Sleeping Strategy 2020-2025**
- 2. Recovery Action Plan (year 1)**
- 3. Covid response summary Graphs**

## Appendix 2- Housing Recovery Action Plan-

	Desired Outcome		What do we need to do?	How will we measure success?	Who will lead	Who will be involved?	By when?	Tracker Notes	Progress Risk RAG
<b>Reducing homelessness and rough sleeping</b>									
A1	Good understanding of the needs of homeless people, including rough sleepers, and those threatened with homelessness, the reasons they become homeless and the solutions that would prevent this.	A1.1	Establish what data is collected now, by which partners, in what form and for what purpose.	Clear picture of needs exists and data is of good quality.	Housing Innovation Manager, GCC	Gloucestershire County Council, RP's, Support providers, Customers	Ongoing	Ongoing work as part of homelessness cell, oversight group and SHP to agree what data is missing and how it should be presented for different audiences to demonstrate the homelessness situation. The data available is complex and different groups/ agencies want different things. We do not want to create an industry out of data collection so are looking to streamline into systems such as assessment and referral. Looking to streamline data management within the role of the Housing Partnership Programme Manager and the Rough Sleeping project Officer(s).	
		A1.2	Review the strengths and weaknesses of current methods of data collection and sharing and identify gaps in data.	Data is shared appropriately with relevant agencies.					
		A1.3	Develop plans to improve the range and quality of data to ensure homelessness prevention solutions are appropriate and how this will be shared (in compliance with data protection law).						

		A1.4	Explore how protected characteristics and health inequalities impact on individuals housing needs.	Delivery of relevant actions in the Equalities Action Plan				Ongoing as part of the Equalities Working Group as well as an area of focus for the Commission for Race Relations which has now been established.	
		A1.5	Research the experience of rough sleepers and other homeless people, including hidden homeless such as sofa surfers and their reasons for homelessness, and identify the solutions needed to break the cycle of homelessness	Reasons for people sleeping rough or becoming homeless are known and solutions to prevent rough sleeping/ homelessness identified.	Housing Innovation Manager, GCC	Gloucestershire County Council, RP's, Support providers, Customers	Ongoing	Current Outreach provider has some good case studies we can access. They have videos of clients talking about their experiences as well. Currently waiting for proposal from a specialist provider regarding delivery of a piece of learning and engagement work with Rough Sleepers in the City funded by the Cold Weather Fund.	
A2	Appropriate advice, accommodation and support services are in place to address the needs of homeless people, including rough	A2.1	Map current services and review their appropriateness and VFM compared to the needs identified above.	'Map' of services available exists which identifies services specific to individual cohorts	Housing Innovation Manager, GCC	Gloucestershire County Council	31/03/21	Homelessness pathway map exists and is being updated to reflect new services (NSAP etc). Need to engage comms support to do an infographic for the full housing service, explaining banding etc.	

sleepers, hidden homeless such as sofa surfers and people threatened with homelessness.	A2.2	Identify gaps in service provision for specific groups and/or changes needed to existing services.			County Homelessness Coordinator, RP's and support providers, Customers		Access to support has been a gap for those not in supported accommodation. Floating support as part of NSAP successful and linked to 51 units of accommodation across the county. In addition, a low support scheme is being delivered through private sector leasing and funding has been secured to offer additional support at varying levels of intensity across placements made in the private sector and properties brought forward by registered providers. Looking at options to improve the pathways further through RSI 4 and the Changing Futures Funding (EOI has been submitted).	
	A2.3	Review what other districts do and how they might align on a Countywide basis and review options with Advice Services.	Decision taken about joint commissioning.	Head of Communities, GCC	Gloucestershire County Council, County Homelessness Coordinator	31/03/21	Advice Services work has been delayed and SLAs have been extended for a further 12 months.	



		A2.4	Identify potential funding to address gaps.	Accommodation and support services meet the needs of homeless people.	Housing Innovation Manager, County Homelessness Coordinator	CHIG+, GCC/ other districts, RP's and support providers, Customers	Ongoing	NSAP- bid complete and successful. Cold Weather- bid complete and successful. Protect Plus- application in development. RSI 4- working with MHCLG on funding for next year.	
		A2.5	Draw down services from the Accommodation Based Service framework, commission new services and/or vary the contracts for existing services.		Head of Communities, GCC			This framework will be used for procurement of staff resource to support wider accommodation outside of the NSAP units.	
		A2.6	GCC will support this work, contribute resource to the county wide partnership where possible and drive consensus at a strategic level.		Housing Innovation Manager (GCC)			GCC play a key role in the partnership, chairing the Strategic Housing partnership, the Operational Cell, The Oversight Group and CHIG+	
A3	People threatened with homelessness are identified quickly and supported to prevent them becoming homeless.	A3.1	Produce and publicise information about the advice and support services available to partners, referring agencies, potential clients and private landlords and ensure the information is kept up to date.	Information about advice and support completed and available.	Gloucestershire County Council, Housing Innovation Manager (GCC)	GCC/ other districts, County Homelessness Coordinator, RP's and support providers	31/03/21	Homeless Pathway infographic being updated. CAB and Law Centre being promoted on social media via retweets. Private Sector Engagement Officer working with landlords to offer advice and support and signpost.	
		A3.2	Ensure the pathways/services are understood by all partners and agencies through information sharing/team briefings.	Partners/ referring agencies are aware of services and know how to refer to these.				Ongoing	Gloucester Homeless forum is being used for sharing this information with partners.

		A3.3	Services are reviewed regularly and are assessed to ensure they are fit for purpose.	Services are adapted to reflect outcomes of reviews.			31/03/21	SIB review- the SIB ends in March 2021 and a review will be carried out and outcomes published. Outreach data will be reviewed as part of the reprocurement of the Outreach contract. review and data. Gloucester City owned Emergency Accommodation out to tender. NSAP floating support team plus additional team for wider placements being procured ready for a phased start in Jan- March.	
		A3.4	Gloucester City Council will support the partnership to identify Gloucester specific services to be publicised.				Ongoing	Ongoing	
		A3.5	Key staff in partner agencies are trained to identify and engage with people threatened with homelessness (prevention duty applicants) and help them identify where	Increase in number of households where prevention duty ended with positive outcome (H3).	Housing Innovation Manager (GCC)	RP's/ service providers/ other Council services-	31/03/21	Increased awareness of Duty to Refer from partners - training has been undertaken but should be refreshed periodically.	

			they want to get to and what they need to get there.			City Improvement Team, VCS organisations	Ongoing	Housing Officers to engage with partners and, communities, complete training and workshops. Inhouse training and process for "tenancy ready". New staff undertake a comprehensive induction programme.	
							Ongoing	Engagement with private landlords, more supply of private rented properties- this is increasing now the Private Sector Engagement Officer is in post.	
							Ongoing	HO staff participating in case workshops. Looking to embed learning on S202 reviews and allow Officers to learn from decisions made and conclusions drawn from reviews.	
		A3.6	Provide/facilitate/refer people for support to prevent them becoming homeless (e.g. mediation, tenancy advice, financial support/access to furniture).	Relevant services put in place.	Head of Communities, Housing Operations Lead	RP's/ service providers/ Commissioners/ Citizens Advice Bureau.	30/11/20	Private Sector Engagement Officer now in post- they will play a part in mediating with landlords to avoid evictions. New Housing advice Officers have been recruited to fill vacancies and are receiving a comprehensive induction. HO to do, when safe to do so, home visits to intervene early, with tenants and	

								landlord, arrange meetings via technology (current Covid climate)	
		A3.7	Review the fund set up to tackle the threat of potential homelessness, for example, to pay for deposit, rent in advance, other initial housing costs. Ø Identify gaps Ø Establish if parameters for expenditure are correct.	Appropriate financial support is in place to enable homeless people to move into private rented housing.	Housing Operations Lead (GCC)	Support providers	31/09/20	Tenancy Rescue Initiative process has been drawn up and is draft form, this will enable officers to monitor their use of TR in a preventative way. Deposit and rent in advance is available.	
			VFM of financial support demonstrated and ongoing commitment to provide secured.					Monitoring Form to be designed as part of the process.	
A4	Progress towards ending the revolving door is reviewed and managed well by partners.	A4.1	Review current systems of management and oversight in light of Covid-19 and new ways of working including the 'cell' method.	Arrangements for joint monitoring and progressing cases in place.	Gloucestershire County Council	GCC/other districts	31/03/21	13.10.20- Governance Review complete and a way forward agreed at SHP.	Complete
		A4.2	Following the immediate Covid-19 crisis, evaluate the Complex Case Cell and consider what form it could be taken forward in.		GCC Housing Operations Lead will support this work at an operational level			13.10.20- Included in the above piece of work- part of this will be brought into a new form under BAU.	Complete

A4.3	Gloucester City Council will contribute fully to the review.		GCC Head of Communities will support this work on a strategic level.			13.10.20- GCC led the review.	Complete
A4.4	Review existing partnerships such as the Gloucester Homelessness Forum to see if it is fit for purpose and if so review attendance and purpose.	Forum in place and operating effectively.	Housing Innovation Manager, GCC	Gloucestershire County Council. Gloucester Homeless Forum	31/10/20	Forum is up and running and looking to appoint an independent Chairperson. Ensure it does incorporate families and highlight wider homelessness not just rough sleeping.	
A4.5	Consider a shared forum of commissioners/support providers/accommodation providers at operational level. Purpose to include: Ø early asks for assistance. Ø establish linkages between partners.	Establishment of a Gloucester Partnership	Housing Innovation Manager GCC	GCC/other districts, Support providers, Accommodation providers	30/09/20	Planning to reinstate the homeless steering groups, ensuring right providers involved split into families, singles as sole focus, a provider evictions protocol. Complex case cell and rough sleeper review groups formed.	

**Homeless people are able to move into appropriate/permanent housing**

B1	Homeless people moved to hotels during Covid-19 are moved on to appropriate accommodation before the Government funding ends.	B1.1	Continue to identify the individual needs of the people within this cohort of homeless people.	Number of people within cohort who have moved on to appropriate accommodation – target remaining in hotel accommodation: nil.	Housing Innovation Manager, GCC	Gloucestershire County Council	Ongoing but 31/03/21	Hotel residents assessed promptly. Pathways identified and support offered to move people into appropriate placements. The hotel will be retained until 31.03.21 to ensure SWEP provision is available.	
		B1.2	Bid for funding under appropriate funding streams to fill gaps in services identified. Including the Next Step Accommodation Programme.	Successful funding bids to provide capital funding for appropriate temporary/permanent accommodation and revenue funding for support services.	Housing Innovation Manager, GCC	Housing Strategy Officer, GCC, Gloucestershire CC, District LA's, RP's charities.	Ongoing	NSAP Successful, cold weather fund successful, Changing futures- EOI submitted by County, Protect Plus- in development.	
		B1.3	Ensure floating support/intensive housing management support is in place for people within this cohort moving on to permanent tenancies.	Number of people within cohort who needed/received support.	Housing Innovation Manager, GCC	Gloucestershire County Council, RP's and support providers	31/03/21	Complete	Complete
		B1.4	Ensure people within this cohort who have higher level support needs are helped to move into supported housing or other appropriate setting.	Number of people within cohort who moved into supported housing/other.	Housing Innovation Manager, GCC	Gloucestershire County Council, RP's and support providers	31/03/20	internal performance indicator set to monitor START referrals.	

		B1.5	Explore options for people within cohort with no recourse to public funds to obtain employment and obtain housing.	Number of people within cohort with NRPF who have received training/ gained employment and a home.	Housing Projects and Strategy Team Leader, GCC	Gloucestershire County Council	31/10/20	Successful application to NSAP for 12 week training programme in partnership with Prospects Training. Work with faith and voluntary organisations also undertaken on their role with these clients.	
		B1.6	Work with landlords to identify suitable homes and secure commitment to relaxation of allocation criteria for this cohort of people.	Number of people within cohort who moved directly into general needs housing.	Housing Innovation Manager, GCC	Gloucestershire County Council, RP's/private landlords, Support providers	31/03/21	36 placements have been made in the private sector this year prior to the Private Sector Engagement Officer being appointed. RP have supported individuals through direct matching.	
		B1.7	Assist those able to move on to general needs housing without support to secure accommodation.						
		B1.8	Continue to hold case conferences with Gloucester City Homes (and other landlords) to enable direct matches with available homes.						
B2	Improved access to social housing for homeless people.	B2.1	Examine with social landlords what prevents them offering tenancies to homeless households (e.g. previous arrears, anti-social behaviour), and identify what would enable award of tenancies (tenancy support, tenant	Increase in % of allocations through Homeseeker service to homeless households	Homeseeker Management Board, Housing Operations Lead, GCC	GCC/other district Councils, RP's (GCH/Riverside/Rooftop+ others), Gloucesters	31/12/20	Review of direct match in progress. Meetings with RPS planned.	

	accreditation etc).	Target agreed and monitored.		hire County Council, Support providers (P3/CCP), Customers			
B2.2	Review the learning from the Social Investment Bond (SIB) Housing First project and consider extension of this or commissioning a new 'housing led' support service.	Service in place and operating effectively (if agreed)	Gloucestershire County Council, P3	GCC/other district Councils, RP's, Support providers	31/12/2020	Complete. Funding agreed by districts to carry the 'SIB' type model on alongside NSAP work as well as the NSAP floating support team.	
B2.3	Draw up and submit a bid under the Next Steps Accommodation Programme (NSAP) to provide funding from March 2021 to continue a housing led support service building on the SIB format.	Successful funding bid under the NSAP					
B2.4	Review Homeseeker policy and processes to ensure there is no systematic barrier preventing homeless people being awarded tenancies.	Homeseeker policy and processes enable homeless people to access housing.	Homeseeker Management Board	GCC/other district Councils, RPs	31/03/2021	ongoing and will need to be agreed by board	
B2.5	Seek to establish enhanced Homeseekers banding for people who can demonstrate through third party assessment that they are "tenancy ready"						
B2.6	Housing providers to review their policies and approach to risk.	Revisions made to policies where these may have been presenting barriers.	RP's	Homeseeker Management Board,	31/03/21	Meetings held with RP to review cases and look at how barriers can be overcome. Some success in	



		B2.7	Implement appropriate solutions as agreed with landlords.			GCC/other district Councils		housing people with arrears or previous convictions.	
B3	Practical and financial support is in place for homeless people to access and sustain a permanent tenancy.	B3.1	Work with landlords to develop a shared understanding of what "tenancy ready" means.	Options evaluated and agreed support in place.	Housing Innovation Manager, GCC	Gloucestershire County Council, RP's/private landlords, Support providers	30/11/20	HPST have scoped project and pathways. Meeting with partners and County. Partners requested further scoping work, which cohorts and how with tenancy ready meet needs. County piloting TR approach for Care leavers and Young Homeless County to advise on time frames. CCP embedding Crisis Renting Ready training into outreach and CBS approach. P3 considering but cannot access training. Crisis not offering online training. Building tenancy ready checklist into Personal Housing Plans with operational housing to assist in PRS placements.	
		B3.2	Identify and evaluate options to help people prepare for, access and sustain a permanent tenancy, e.g. ∅ Commissioning a tenant accreditation scheme. ∅ Providing debt advice and support to reduce or wipe out any debt prior to offer of	Increase in allocations to homeless people as above.				See above	

			tenancy. ∅ Provision of furniture and furnishings.						
		B3.3	Implement agreed options.						
B4	Sufficient and suitable temporary supported housing is in place for those who need it.	B4.1	Review number, support levels and quality/appropriateness of temporary accommodation units.	Number of homeless households in B&B (H6) -target nil?	Housing Innovation Manager, GCC	Gloucestershire County Council, RP's and supported housing providers	31/03/21	Ongoing	
		B4.2	Identify models of provision that are most successful in terms of tenancy sustainment after leaving temporary accommodation.	Appropriate and suitable temporary accommodation in place to meet needs.				GCC and providers to start tracking outcomes in particular low-level needs (link to tenancy ready work). Also need to understand how ABS (county framework) is working (length of stay/silting up) and tracking outcomes.	
		B4.3	Identify gaps in temporary supported housing provision.					see above	
		B4.4	Identify funding opportunities					NSAP achieved. Other funding streams due in coming months.	

		B4.5	Commission suitable temporary accommodation with support.					Homeless family scheme is almost completed. NSAP units will be supported- 37 in the City.	
		B4.6	Put in place a system to manage the flow through temporary supported accommodation.					Consider both Temporary Supported but also Accommodation Based Support	

### Existing Stock

C1	Number of homes purchased and number leased from the private sector are increased.	C1.1	Work with P3 and others to identify suitable units for lease.	Properties identified to lease.	Housing projects and Strategy Team Leader	Housing Strategy Officer (GCC)/Land lord Engagemen t Officer (GCC)/private sector housing/ho using options GCC	31/12/20	Agreement made with provider and units being secured currently and one referral has been made. PSEO meeting with Provider regularly.	
		C1.2	Agreement put in place for nominations/support.	Agreement to be in place by October 2020	P3			Complete	
		C1.3	Performance standards, programme and targets agreed.					See above	
		C1.4	Mechanism to monitor success/outcomes/lessons learnt put in place.					31/03/21	In progress

		C1.5	Additional funding to be sought from MHCLG for further units.	Number of leased homes increased by 50 (County level – target to be reviewed if additional funding secured).				Funding agreed for leased units.	
		C1.6	Scheme to purchase units through Social Investment Funding set up.	Number of purchased homes increased by 32 (Countywide - target to be reviewed if additional funding secured).	Housing projects and Strategy Team Leader, GCC, P3	Housing Strategy Officer (GCC)/Landlord Engagement Officer (GCC)/private sector housing/housing options GCC	31/03/21	Provider leasing scheme is in mobilisation phase and uses Social and Sustainable funding.	
		C1.7	Additional funding to be sought from MHCLG for further units					Capital funds for purchase obtained.	
		C1.8	Agreement put in place for nominations/support.						
		C1.9	Performance standards, programme and targets agreed.						
		C1.10	Mechanism to monitor success/outcomes/lessons learnt put in place.					Provided by MHCLG	
C2	Supply of private rented accommodation available to homeless households is increased.	C2.1	Business Plan for landlord Gloucester “Expo” to be reviewed and put forward for approval.	Expo takes place resulting in: Landlords/management companies/ lettings agents being better informed and GCC having a better	Private Sector Engagement Officer, GCC	Private sector housing/housing options/Landlord’s forum/letti	31/03/21	SD and DD to discuss at next one to one mid feb Work stream not started.	

		C2.2	Expo set up for Gloucester to: Ø attract and educate new and existing portfolio landlords' Gain an understanding from landlords/ management companies /lettings agents in order to establish: Ø Barriers Ø What landlords require to make stock available e.g. guarantee for rent by GCC, tenancy ready scheme, tenancy support.	understanding of barriers to landlords accepting homeless referrals from GCC.		ngs agents/private landlords, customers.	Summer 2021	See above -link to media plan ie use of Twitter, Link-on Facebook etc.. Meeting County Media 04.02.21	
		C2.3	Evaluate options suggested by landlords					See above re Expo but ongoing engagement occurring. Initial contact from PSEO suggests that landlords want me to assist with is getting rent paid to them directly (where housing element is concerned). Which is something we're working on. There are options for the client/tenant to agree and make this request to Universal Credit and also for the landlord to put through a request. However, we have been advised that legally it is not enforceable. Contact to be made with DWP to explore options on direct payment - need to build standard into process mapping	

		C2.4	review appropriateness of current Landlords Incentive Scheme in line with feedback from landlords				Summer 2021	Current Scheme is appealing to landlords and 36 households have been housed through the scheme this year. The funding through the PRS Access Fund has now been spent so we are looking at ways to access funding in the future. Introduce landlord contact and follow up checklist/survey to track what matters for PRS landlords The main support need is around disabled access/ ground floor access. Working with RK, discussing the possible incentives that could be made for a private landlord to adapt their properties to support this need. Also low supply of family accommodation, believe this to be attributed to financial factors, such as the LHA for family units compared to singles and HMO's.
		C2.5	Establish a "liaison service" to provide low level support/advice to people in the private rented sector.				Ongoing	This an area which is being explored and also support for tenants whilst in their placements. This may be an enhancement of the NSAP Team and will be kept

								under review.	
		C2.6	Appoint Landlord Engagement Officer	PRS liaison service in place and operating effectively.	Housing Innovation Manager, GCC	Private landlords, Letting agencies, Support providers, Customers	31/10/20	Complete	
		C2.7	Survey the support needs of tenants and develop the service in line with this feedback.					The main support need is around disabled access/ ground floor access. Working with RK, discussing the possible incentives that could be made for a private landlord to adapt their properties to support this need. Also low supply of family accommodation, believe this to be attributed to financial factors, such as the LHA for family units compared to singles and HMO's.	
		C2.8	Identify vacancies and opportunities for referral for GCC.	11 HMO units added to supply of stock and available for GCC referral.	Private Sector Engagement Officer,	Private sector housing/housing using	31/12/20	4 placements in HMO Jan 2021	

		C2.9	Evaluate suitability of units on offer.		GCC	options/Landlord's forum/lettings agents/private landlords.		Suitability of the property is firstly checked from a safety and hazards perspective by PSH. Once the property is confirmed to be of a safe state the PSEO sources client(s) for the property based on the criteria provided by the landlord I.E singles/families. Further suitability is considered where our clients have specific needs such as physical needs or having suffered domestic abuse.	
		C2.10	Develop a process for establishing and monitoring existing and future vacancies availability in private rented stock.	4 units from portfolio landlords added to available for GCC referral.				Added one self contained unit via small portfolio landlord. Spreadsheet continued called 'Available Property', This spreadsheet is used for all vacancies and communications with landlords. From enquiries to ready for rent, the landlords and properties are RAG rated.	
		C2.11	Establish/review/repurpose forum of engagement and information sharing with landlords.	Forum in place and operating effectively	Private Sector Engagement Officer, GCC	Private landlords/Landlords forum		Main forum for engagement remains via phone and email. Training has been booked with County Council for our Social Media platforms. This will provide a directive uploading information and	



								directives to hubs like LinkedIn and Facebook	
		C2.1 2	Develop promotional material for landlords explaining the Landlord's Incentive Scheme.	Materials completed.	Private Sector Engagement Officer, GCC	Private sector housing/housing options/Landlord's forum/lettings agents/estate agents		Complete	Complete
		C2.1 3	Develop communication plan setting out methods of communication and how scheme will be promoted, along with targets and measures of success.	Communication Plan put in place.	Private Sector Engagement Officer, GCC	Landlord's forum/lettings agents/estate agents	31/10/20	As C2.10/11. Success measured by placements and number of communications with landlords	
		C2.1 4	Review opportunities for schemes that provide grant for conversion/improvement and attach conditions that enable the accommodation to be provided to meet housing need.	Scheme Explored and scoped.	Private Sector Engagement Officer, GCC	Private sector housing/housing options/Landlord's forum/lettings agents/private landlords.	31/03/21	Review of PRS procurement and letting process underway initial meeting 29.01. Current schemes to be detailed and housing ops team involved in update of process and consider issues (complete mid feb) link to land lord engagement workstream. SD to link to CS repurposing project. SD explore options via DFGs and Warm and Well.	
		C2.1 5	Identify funding source/make budget provision.	Budget identified					

		C2.1 6	Design scheme.	Scheme set up.				Dependent on above		
C3	RP stock that is no longer fit for purpose is brought into use/remodelled.	C3.1	Review needs data and compare with available stock.	Parameters and purpose of scheme(s) agreed.	Housing Strategy Officer, GCC	Housing Strategy/ planning/ Housing Projects and Strategy Team, (GCC), /RP's and other providers.	On going			
		C3.2	Appraise scheme/unit options.							
		C3.3	Prioritise schemes/units to be taken forward.							
		C3.4	Identify funding	Funding established.						
		C3.5	GCC will liaise with relevant RP – GCH are currently reviewing their housing for older people strategy.		GCH/other RP's					
		C3.6	Progress/Deliver opportunities.	Scheme(s) completed	GCH, Other RP's	Housing Strategy/ planning/ Housing Projects and Strategy Team, (GCC)/ RP's and other providers.		On going		
		C3.7	Support and monitor projects through pro-active enabling. (GCC).	2020/21 Clear Water Court providing 31 1 and 2 bedroom affordable homes.	Housing Strategy Officer, GCC			October 2020		

		C3.8	Properties that form part of regeneration schemes could be provided as accommodation for those in housing need on a temporary basis.	Establish feasibility GCH. Agree parameters/timing/process/outcomes	GCH, Housing Strategy Officer, GCC	Housing Strategy Officer, GCH	March 20201	
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**Existing Stock- Non-residential**

D1	Opportunities that arise to optimise the use of underused/vacant space and address under occupation in commercial (e.g. office/tourist accommodation) and retail stock are taken advantage to meet housing need.	D1.1	Develop a model to enable the identification, ability to respond and appraise opportunities that arise to repurpose stock, where its current use is redundant, to meet housing need.	Robust system established to identify, prioritise and appraise opportunities.	Housing Projects Strategy Team Leader, GCC	Housing Strategy/Economic development planning/Housing Projects and Strategy Team, (GCC)agents, commercial landlords/RP's and other providers.	30/11/20	Meetings with Planning Policy, Economic Development and the Heritage team have produced a criteria/model to identify and assess vacant buildings. The regeneration hit list has also been used to help identify buildings. The checklist is... 1. Is the site vacant/redundant? 2. Is current use of the site economically viable? 3. Is there access to the upper floors of the building? 4. Is there already retrofitted access to the upper floors? 5. What is the current use of the upper floors? 6. Is asbestos present? 7. Is the building in a state of disrepair? 8. Are there conservation issues? 9. Is the building listed? 10. Is the building in the primary or secondary shopping area? 11. Is the whole or
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								only part of the building vacant?	
		D1.2	Establish how and which partners should be involved for each workstream.					Economic development, planning policy and the heritage team have been involved in meetings. Some Housing Association/Registered Providers have expressed an interest in repurposing buildings.	
		D1.3	Define standard for accommodation.	Agreed established standard.				Sites must be City Plan compliant and meet NDSS. Outdoor amenity and quality design are issues around permitted development. FUL planning applications preferred over permitted development. Issues around space and NDSS compliance in listed and heritage buildings.	

		D1.4	Review existing and new funding available to support bringing vacant properties into use.	Funding streams identified. Amount Sourced.				High Street Heritage Action Zone (HSHAZ) in place but only funding buildings on Westgate Street and this amount has to be match funded by property owners. Affordable Homes Programme opportunities (CME) - will fund new Affordable Homes. Transforming Places Through Heritage funding up to £350,000.	
		D1.5	Continue the programme of bringing upper stories of heritage buildings into residential use in the city centre, in accordance with the council's Heritage Strategy.	No of residential units brought in to use. % available to meet housing need.	Housing Projects Strategy Team Leader, GCC	Housing Strategy/Economic development planning/ Housing Projects and Strategy Team, (GCC) agents, commercial landlords/RP's and other providers.	31/03/21	HSHAZ team working on marketing document to promote retrofit and use of second floor. Working on social media/website to promote re-purposing project to encourage property owners - social media communications training has been booked.	
		D1.6	Explore with GRCC the opportunity for Community led housing initiatives in the City.	Discussion with GRCC				Not started	

D2	Some student accommodation is temporarily or permanently repurposed to meet housing need.	D2.1	Contact education establishments/student housing providers to establish availability/plans for stock.	Establish programme with targets and milestones. Agreed established standard.	Housing Strategy Officer	Housing Projects and Strategy Team GCC	31/10/20	Initial contact made, no opportunities have yet arisen.	
		D2.2	Identify partner(s)					As above	
		D2.3	Define standard for accommodation					As above	
		D2.4	Explore opportunities for funding.					As above	

### New Supply

E1	Priority and status of key sites are monitored effectively.	E1.1	Housing Growth Board to monitor delivery of key sites and seek to facilitate the development of stalled sites	Planning consents granted	City Growth and Delivery Manager, GCC	Growth and Delivery (Planning Policy), Housing Strategy	Quarterly Perf. Reports Reports to HGB	Board established	
		E1.2	Work with district colleagues to identify opportunities for new schemes	Starts on site/ Completions				Housing supply cell currently reviewing monthly with countywide partners.	

E2	Sustainability of homes is considered in developments to ensure delivery of our Climate change ambitions and affordability for residents.	E2.1	Work with developers to ensure energy efficiency and reduced carbon footprint of homes in the City.	Number of energy efficient homes	Climate Change and Environment Manager	Growth and delivery Team, Housing Innovation Manager	Quarterly Perf Reports	Policy SD3 of the joint core strategy requires new build to be of high low carbon standard. SD4 requires that they are well connected so as to minimise the use of private vehicles. There is no collected measure of energy efficient in new build. Government is about to introduce a new standard which will ensure all dwellings are of a very high standard.	
E3	Increase in RP stock through purchase of market ready new homes.	E3.1	Work with RPs to identify opportunities to purchase new homes due to developers seeking to dispose of stock because of market conditions.	Bids submitted to Homes England, 10 homes purchased by RPs	Housing Strategy Officer, GCC	Housing Projects and Strategy Team GCC	Summer 2020	CME bids for Tuffley Crescent from GCH and Cottway supported mix of Houses and flats rent and shared ownership completed or due for completion.	
		E3.2	Review suitability against AH standards.			Housing providers		Meetings with providers have identified HARPS interested in off shelf purchase to meet needs of larger families and needs data will be provided to assist HA/RPs in identifying units. HA/RPs have different approaches to suitability. Data to HA/RPs by March 2021	

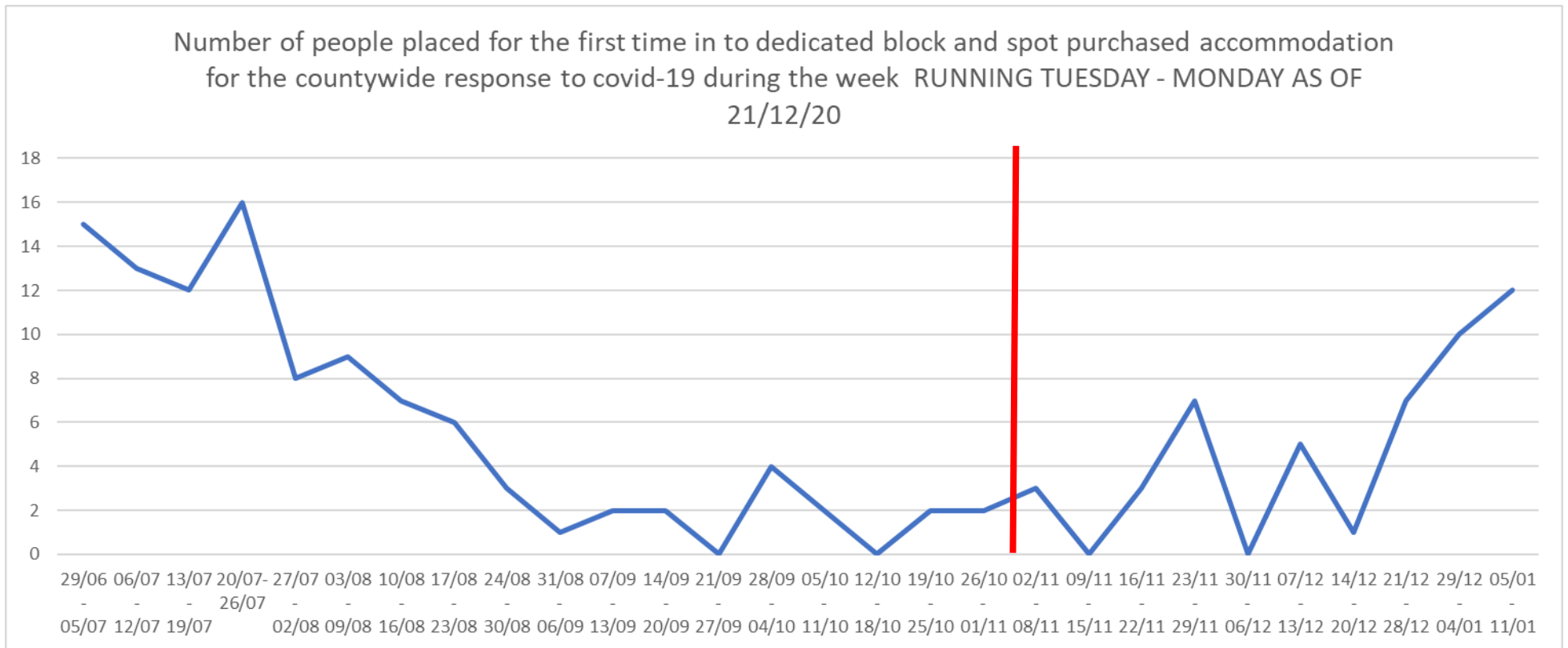
		E3.3	Identify and seek funding.			Developers		Affordable Housing Programme funding available. No bids currently made. Elim and Greesquare both interested in progressing off shelf units subject to needs data	
E4	MMC and Pod type housing via off site construction methods is evaluated and if supported put in place.	E4.1	Evaluate with partners the use of modular options and their benefits.	Evaluation completed and decision made whether to progress modular housing options. Partner(s) identified.	Housing Strategy Officer, GCC	Housing Projects and Strategy Team GCC, Diocese, Rooftop Salvation Army & Other partners	Evaluation of systems with RP partners 2021	Site by site discussion occurring but workstream still in initial information gathering stage.	
		E4.2	Review types of MMC construction					Information regarding a variety of types of unit has been collected and providers using this type of accommodation have been identified.	
		E4.3	Compile list of suitable sites.	Potential sites identified,			Site List ongoing, Delivery 2021/22	Working with Rooftop on an MMC based approach for St Catherine's - current preapp discussion under way (Confidential). Design competition for Wesex house planned to focus on MMC option	
		E4.4	Identify funding opportunities.	Funding identified/bid for.				Not yet started	



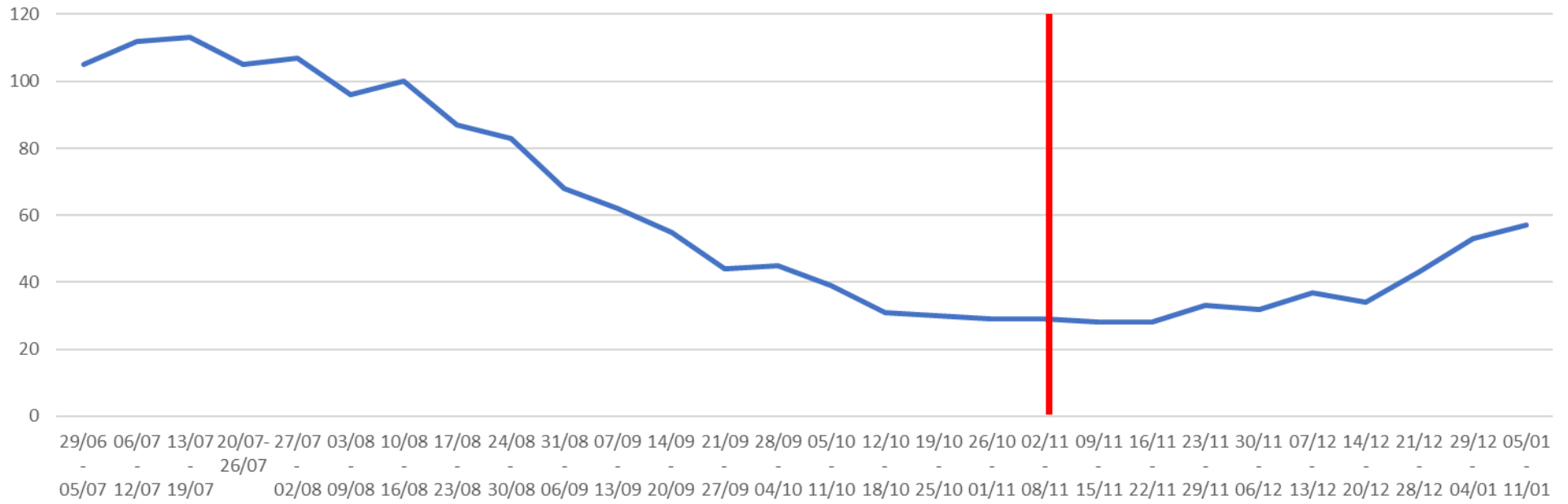
E5	Additional properties added to provider portfolio enhancing their "pathways" approach to homelessness and rough sleeping.	E5.1	Progress/explore existing opportunities.	c.30 units provided within timeframes. Key stages in development reached. Acquisition/ planning etc	CYMCA	Housing Strategy Officer.	2021/22	Working with provider exploring options.	
F1	The structure of the Housing Team is resourced to ensure delivery of the plan and that the services are effectively delivered.	F1.1	Conduct a fundamental review of (staffing and other) resources to ensure the service is sufficiently resourced (capacity) and ensure that resources are focussed on the priorities.	New structure/resources in place.	Head of Communities, GCC, Housing Operations Lead, GCC	GCC	31/10/20	This work is in progress and sees the appointment of the Housing Innovation Manager, the Projects and Strategy Team, the Housing partnership programme Manager.	
		F1.2	Recruit staff/new posts to vacant posts: Ø Housing Innovation Manager Ø Projects and Strategy Team	9 posts filled.	Head of Communities, GCC, Housing Operations Lead, GCC	GCC	31/10/20	Complete	
		F1.3	Landlord Engagement Officer (fixed term, impact to be monitored)					Monitoring of impact- DD to coment	

		F1.4	Review homelessness systems and processes to ensure that they are robust enough to enable consistency of approach, timely advice and earlier referrals and intervention whilst being customer focused and effectively co-operating with partners where appropriate.	New systems/processes put in place. PI indicators measure outcomes.	Head of Communities, GCC, Housing Operations Lead, GCC	GCC	31/03/21	Ongoing work to improve Homeseeker Plus for customer and through reporting. Ongoing work through transformation programme to review and improve processes and the monitoring of them.	
		F1.5	Review the effectiveness of the ACES approach and use the outcome of the review to refine and inform this approach when undertaking homelessness assessments. ( <a href="https://www.actionaces.org/what-are-aces/">https://www.actionaces.org/what-are-aces/</a> )	ACE scoring takes place sensitively as part of homelessness assessments	Head of Communities, GCC, Housing Operations Lead, GCC	GCC	30/11/20	Trauma is considered as a factor affecting 'vulnerability' which is now included in the recent code of guidance. Looking at a piece of partnership work with Rough Sleepers to understand lived experience and history of trauma and how that has contributed to the individual becoming disengaged.	

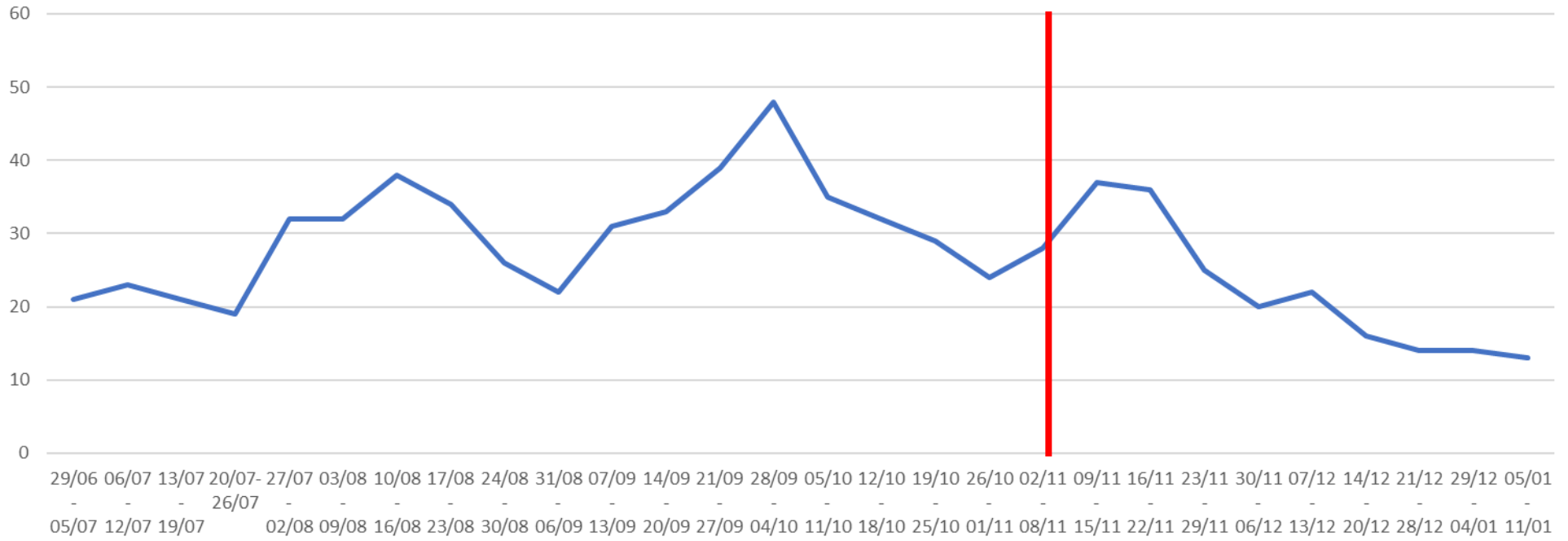
**Appendix 3- Covid Response Summary Graphs (Countywide, not just Gloucester): red line shows SWEP period begins**



Snapshot of those in dedicated block and spot purchased accommodation for the countywide response to covid-19 - taken on the last day of the period 26/07 onwards (mid week prior to that) -  
 SNAPSHOT ON A TUESDAYAS OF WC 21/12/20



Snapshot of confirmed rough sleepers (included in above figure)- taken on the last day of the period  
 26/07 onwards (mid week prior to that) - SNAPSHOT ON A TUESDAY AS OF 21/12/20



### **Annual Published Rough Sleeper Data- Gloucester City**

- Rough sleeping count in November 2019= **17**
- Three-year trend prior to 2019- **2018= 6, 2017= 15, 2016= 23**
- Rough sleeping count in November 2020= **11**