

Homelessness and Rough Sleeping: Strategy Delivery Plan 2023-27

Priority 1: Rapid, Effective and Tailored Interventions

Lead Area	Unique ID	Activity or Intervention	Does what?	By when?	Evidence/Audit	Success Measure or Service User Experience	RAG rated progress	Comments on progress
Cross-cutting	1.6	Implement safe access to online information	Review of cookie policy to ensure web based information is safe for DA victims to access	31-Dec-23	Cookie policy	Accessing CoL webpages poses no risk to anyone seeking advice	Complete	DA web content updated and exit button built in to page.
Rough Sleeping	1.8	Improve safety at rough sleeping hotspots	Creation of new materials utilising various media to explain service offer	31-Mar-25	Resources/media/feed back	Improved outcomes and safety	Complete	October 24 - Encampments Policy/Protocol/Position in draft. December 2024 - policy progressing to CCS in January for approval. January 2025 - JWG set up to replace CM as principle multi-agency planning forum for hotspots and encampments. Protocol agreed at 16 January CCS. Joint Working Group meeting established to monitor and manage HIRSS and encampments
Rough Sleeping	1.10	Mobilise new RSAC	Coordinate partners and internal stakeholders to ensure new service opens by end of January 2024	31-Jan-24	Mobilisation plan	Service open according to plan and specification	Complete	Preliminary stages of CSO review underway. FHM to include in handover for KL to pick up in April. Provisional launch pushed back to 13/03 due to delay with PC and lease sign-off. Service opened 13 March 2024. Aug 2024 - KPI's are outstanding, need to be revised, this is underway. Oct 2024 - new KPI's in place.
Cross-cutting	1.11	Develop Rough Sleeping KPI framework	Design set of KPI's which offers long-term trend information to inform evaluation, communications and decision making	31-Dec-23	KPI framework	More constructive conversation with RSSG, HRS Subcommittee and within service area. Clarity of purpose.	Complete	In draft. Will be incorporated into HRS Strategy metrics approach. July 2024 - now incorporated into HRS metrics and dashboard. Wider discussion needed with officers who chair CMM to align and format KPI's the same for all newly commissioned services from 2025. August 2024 - dashboard redesigned as a scorecard
Statutory Homelessness	1.12	Review statutory processes	Commissions independent review of statutory process to test resilience, quality and effectiveness	31-Mar-25	Review report	Homelessness is prevented and relieved with accuracy and consistency. Staff have the support and resources they need.	Complete	October 24 - review to be carried out by MHCLG HAST advisor by end of FY. December 24 - HAST visit scheduled for 21/1/25. January 2025 - HAST feedback being actioned.

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Priority 2: Securing Access to Suitable, Affordable Accommodation

Lead Area	Unique ID	Activity or Intervention	Does what?	By when?	Evidence/Audit	Success Measure or Service User Experience	RAG rated progress	Comments on progress
Pathway	2.1	Deliver ETE targets across residential settings	Use existing KPI frameworks to improve access to ETE	31-Mar-27	KPI frameworks, CMM minutes	Increased resettlement out of the pathway and sustained within pathway	Complete	Targets not being met in residential settings or through EPS. August 2024 - new KPI's drafted in collaboration with supplier. 11/11 adjusted to underway/no issues as new KPI's in place. Still question mark over mid/long-term effectiveness. StW project ended at FYE 24/25.
Pathway	2.7	Reduce impact of service charge and rent arrears process on Pathway stays	Liaise with providers to explore measures and system adaptations which increase sustainability of stays	31-Mar-25	Service specifications, KPI's	Avoidable evictions and abandonments due to arrears are minimised	Complete	Issues remain locally. Strategically - contribution to survey created by LB Camden and pushed through supported housing commiserners group. Aim is to influence DWP policy direct deductions. August 2024 - potential collaboration with LSE. December 2024 - CoL signs letter from London Councils lobbying Govt. for change. Situation much improved as evidenced by Grange RD CMM minutes. Direct deductions being used to good effect and residents with PSC arrears over £300 dropping.
Cross-cutting	2.9	Implement new TA framework	Roll out procurement framework, direct purchasing vehicle or approved provider list to enable agile procurement	31-Mar-24	Framework, APL, DPV	Quicker access to safe and suitable accommodation. Compliant procurement.	Complete	Report proposing APL in governance system and under review by legal. Tender documentation being agreed. Expected to go live March 2024. Finalised and in mobilisation phase. First placements expected in August/September. Oct 2024 - all mobilised.
Statutory Homelessness	2.10	Develop TA quality assurance framework and approach	Work with Statutory team to increase skill and competence in existing staff. Implement a QA framework to track quality and safety	31-Mar-24	QA framework, WFD records	Reduced complaints and premises related incidents in TA	Complete	Working group set up to progress actions. Proving difficult to establish skill set in TSO allocated to role. Consider brining CoL Environmental Health on board to consult. September 2024 - Systems now in place to track and record inspection outcomes. Demand needs to be tracked to monitor resource implications.
Pathway	2.13	Steer delivery of Supported Housing Regulatory Oversight requirements	Work with strategy team to ensure licencing scheme in place for projects in scope and contribute to strategy/position statement	31-Mar-26	Licensing scheme and position statement in place	Suitability of provider is assured. Compliance with new regulations.	Complete	7/7 - consultation meetings attended in May and June. Picked up by strategy and performance team. Briefing brought to ASMT on 26/6. Sept 25 - being led by Strategy & Performance Team and reporting to ASMT. Nov 25 - agreed with strategy team to hand this over to them. Next steps agreed at ASMT and no actions for HRS service area to lead on.

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Priority 3: Achieving our Goals Through Better Collaboration and Partnership

Lead Area	Unique ID	Activity or Intervention	Does what?	By when?	Evidence/Audit	Success Measure or Service User Experience	RAG rated progress	Comments on progress
Health	3.1	Dedicated inpatient/discharge protocol for rough sleepers	Protocol need to rough sleepers in hospital are linked in/back in to homelessness services through DTR or local mechanism	31-Mar-25	Protocol, H-CLIC, HHWP	Improved outcomes at point of discharge. Care coordination.	Complete	Challenges in accessing/establishing joint working protocol with NHS so action reduced to local protocol for CoL and its partners - led by HHC. December 25 - There are several protocols in place across the board, including the ASC one and the DTRs. This action has become irrelevant in itself, has been transformed linked to Pillars 1 and 2 of the NEL strategy
Health	3.2	Deliver clinical mobile outreach service	Coordinate with local health and rough sleeping network to increase engagement with primary care	01-Sep-23	Health outcome data - GP registrations, attendance etc	Improved health outcomes, reduced inequalities, better access points. Data to inform future health commissioning	Complete	Van is delivering but question mark over quality of emerging data for business case purposes. P/T Health Coordinator role through DHSC funding planned for Q4 2023/24. 29/01/2025 Health van now well established and delivering to rough sleepers and SHC. Review of mobile interventions complete.
Rough Sleeping	3.3	Explore commissioning opportunities for local advice/support services	Review City Advice contract before next cycle and look at alternative options for increasing advice, wellbeing and support services for rough sleepers	31-Oct-24	Contracts/service specifications	Specialist advice, support and wellbeing options exist local to rough sleeping population	Complete	April 2025 - funding agreed with Dellow for 1x AST worker for CoL caseload. Funded through RSPRG. Nov 25 - no additional budget for advice services. PRC post now in place. Keep under review and consider expanding approach in the future if data suggests impact.
Cross-cutting	3.4	Develop dashboard approach to communicate performance and demand pressures	Bring together LOTI data sets with 'ending rough sleeping' framework indicators to create easily accessible dashboard	31-Mar-24	Dashboard	Data informed presentations, reports, commissioning strategies	Complete	Links to KPI framework which is in hand. IG officer has approved SIT DSA and DPIA sign-off from DCCS BST. August 2024 - Scorecard replaces metrics framework.

Rough Sleeping	3.6	Review multi-agency meeting arrangements	Use MAM action plan developed as a response to the Homeless Link review report	31-Mar-24	MAM action plan, ToR's, Sharepoint	Clearer planning and more decisions made through consensus and with user voice	Complete	August - review complete and confirmed with HRRSG
Rough Sleeping	3.7	Establish key skills/competence audit for commissioned providers	Set up system to audit existing skills and competence and schedule annual review mechanism going forward	31-Mar-25	Audit and schedule, MAM action plan	Increased confidence in provider skill level, legal literacy and competence in areas such as ASC, mental health, immigration	Complete	Now being landed through Pathway Review and QAF.
Rough Sleeping	3.8	Establish clear procedures with Community Safety Team for hotspots and ASB perpetrators	Implement new MOU and refine approach to cleansing and hotspot action planning	31-Dec-24	MOU, protocols	Individuals are safeguarded and risk is managed. Community interests are represented.	Complete	Draft MOU with CST in place. Referral process into CST IN PLACE. Cleansing protocol needed. On hold pending outcome of new ASB legislation passing through parliament. New action needed once legislation through Parliament.
Statutory Homelessness	3.9	Review Sanctuary Scheme	Work with CST and CoLP to review referral process, published materials and payment	31-Mar-24	Sanctuary Scheme materials	Increased homelessness prevention interventions and effective safeguarding actions	Complete	Working group set up and led by Jenna Stanley in CST. New process clarified.
Rough Sleeping	3.10	Establish information sharing agreement with CoLP and CST regarding Op Luscombe	Link in with Op Luscombe review to ensure new working arrangements are coordinated and supported by MOU	31-Mar-25	MOU, Op Luscombe review	Better outcomes derived through Op Luscombe. More measurable success.	Complete	SC leading Op Luscombe review. Any MOU, protocols or info sharing agreements should stem from that. January 2025 - CoL Rough Sleeping service pulling back from direct engagement with Op Luscombe in favour of a CoLP liaison role to link clients in with
Cross-cutting	3.11	Develop recruitment practices to increase/sustain representation diversity in workforce/committee membership	Establish recruitment practices and confirm the principles behind this in writing. Will consider gender, race and lived experience.	31-Mar-27	Recruitment principles document	Our workforce is more diverse and represents the communities we serve	Complete	Diverse recruitment panels now routine. Next steps: blind shortlisting and principles document. Sept 25 - decision to close off as being led by People WFD and SMT in collaboration with HR BP
Rough Sleeping	3.12	Establish missing persons/high risk rough sleeper protocol with CoLP	Widen existing MISPER protocols to make them more useful for safeguarding vulnerable and missing rough sleepers	31-Mar-25	Protocol	Missing and vulnerable rough sleepers are re-engaged with outreach services faster. More effective safeguarding practices.	Complete	CST making enquiries with CoLP on behalf of Challenge Group. Aug 2024 - RSSM made direct request to CoLP to discuss process. CoLP have confirmed reporting process through flowchart provided to April HRSSG. Rachel Bullimore confirmed CoLP are trained to consider vulnerability when making/closing MiSPERS but limit to what further can be done - must remain aligned with College of Policing guidelines
Cross-cutting	3.14	Increase number of peer-led activities	Utilise coproduction workstream to introduce lived experience to activity across service area	30-Apr-25	Coproduction outcomes framework	Better outcomes for service users. More innovation and progression from commissioned services	Complete	Mayday Trust/Groundswell commissioned to deliver coproduction workstream. KPI's confirmed. January 2025 - Advisory Panel and Coproduction Champions roles now in place.
Rough Sleeping	3.15	Develop protocol/policy approach to tents and/or rough sleeping hotspots (HIRSS)	Utilise internal/external stakeholders to develop a consistent approach to tents and HIRSS	31-Mar-25	Protocol/policy	Fewer tents and less rough sleepers using HIRSS	Complete	October 24 - Encampments Policy/Protocol/Position in draft. Progressing through committees November/December 2024. Policy/protocol agreed at 16 January CCS committee. JWG meeting established.
Cross-cutting	3.16	Collaboration with LSE to explore problem solving opportunities through the LSE entrepreneurship programme	Consider and potentially deliver a programme with the LSE to team which focuses on practical problems within the HRS sector	31-Mar-26	LSE documentation	Implementation of practical measures which mitigate or remove barriers to progress/change/positive	Complete	Introductory meeting held. Draft suggestions sent by WN to LSE. LSE provided initial proposal - 'Bridging Gaps. Building Futures' Not taken forward by LSE.

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Rough Sleeping	3.7	Establish key skills/competence audit for commissioned providers	Set up system to audit existing skills and competence and schedule annual review mechanism going forward	31-Mar-25	Audit and schedule, MAM action plan	Increased confidence in provider skill level, legal literacy and competence in areas such as ASC, mental health, immigration	Complete	Now being landed through Pathway Review and QAF.
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Cross-cutting	3.16	Collaboration with LSE to explore problem solving opportunities through the LSE entrepreneurship programme	Consider and potentially deliver a programme with the LSE to team which focuses on practical problems within the HRS sector	31-Mar-26	LSE documentation	Implementation of practical measures which mitigate or remove barriers to progress/change/positive	Complete	Introductory meeting held. Draft suggestions sent by WN to LSE. LSE provided initial proposal - 'Bridging Gaps. Building Futures' Not taken forward by LSE.

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Priority 4: Providing Support Beyond Accommodation

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Statutory Homelessness	4.1	Implement 'one step beyond' approach when discharging statutory duties	Draft Discharge of Duty guidance for Housing Officers and implement principle of going 'one step beyond' regulated	01-Nov-23	Discharge of Duty guidance	Safer discharge of duty processes and better outcomes for statutory applicants	Complete	DoD guidance document signed off by ASMT (11/09/23) and CSMT (26/09/23)
Rough Sleeping	4.3	Explore business case/need for increased wellbeing offer in Square Mile for rough sleepers	Use data, lived experience and provider consultation to establish need for and potential benefits of a non-accommodation based service offer	31-Mar-25	Needs analysis/business case. Commissioning strategy	Evidence based approach to commissioning.	Complete	Links to Op Luscombe review. GC developing Wellbeing Hub model which will provide data re demand and impact. Line created in RSPRG for daycentre post. March 2025 - JSNA confirmed will go ahead. April 2025 - report going to HWB. July 25 - links ot AST role created at Dellow Centre. Sept 25 - closed as post holder now in post and delivering.
Cross-cutting	4.4	Review clinical outreach delivered by HIT to Grange Rd	Review at first year end and consider replicating to other residential settings	31-Mar-24	Review	Improved health outcomes and reduced health inequalities over GP based offer	Complete	HIT delivering to Grange Rd and data coming in to CMM. Review carried out March 2024
Pathway	4.70	Enable move to electronic casework management system for TST	Procurement of electronic system from software solutions supplier	31-Mar-25	Casework management system	Improved oversight, case progression, resource allocation, team efficiencies	Complete	October 24 - now progressing. Inform selected as product. IT and commissioning teams mobilising. Sept 25 - Inform purchased and in configuration phase. Closed.
Cross-cutting	4.8	Implement client death protocol	Develop a decision making process for actions after the death of any client actively open to our HRS services	31-Mar-25	Protocol, flowchart	Learning is gathered and used after the deaths of clients open to our services. Services are improved as a result.	Complete	First draft of decision making flow under review. July 2024 - HRSSG consulted and second draft in review. August - final draft going to HRSSG in September. In place and being piloted.