

ANNEX 1

TA Actions Table

Green completed

Amber in progress

Red remain outstanding

	Recommendation	Current position	Timeframes	Owners	Notes
1	Agree an overall TA reduction target (initially reduce TA to 80 households by October 2022)	Approximately 160 at November 2021, now at 97 (9/11/22)	Members have agreed reduction target of 80 households in TA by October 2022, with a range of 70-100 being considered acceptable.	Eleanor Hoyle/ Linda Hibbs	Numbers have consistently reduced over time period.
2	Agree a TMBC performance framework to cover types of decisions and ending of duties on: <ul style="list-style-type: none"> • Prevention • Relief • Main duty • Reduction in the use of TA, including costs 	Session held with Anna Whalen LH/CK met and discussed. Initial draft framework in design.	Framework in place from September 2022 – now aiming for January 2023.	Linda Hibbs/Claire Keeling	Still to be developed in some areas.
3	Restructure your meetings to ensure monitoring the Housing Solutions Service performance with the focus on the action plan and progress to meet the TA reduction target	Fortnightly strategic monitoring meetings arranged from w/c 17 January and are ongoing	Ongoing	Eleanor Hoyle	
4	Undertake an exercise to set the base budgets for the Housing Solutions Service and in particular temporary accommodation correctly	Proposal for a 'shadow budget' for 22/23. 5/5/22 Completed and in place. Will	In place for 2022/23.	Linda Hibbs/Neil Lawley	

		move to being part of usual budget from 23/24.			
5	<p>Use the Homelessness Prevention Grant to fund additional growth in staff resources</p> <p>Establish 2 year contracts for the following posts: 1 x Triage Officer 1 x additional Prevention Officer 1 x additional Housing Solutions Officer 1 x Private Rented Officer located within the Housing Improvement Team</p> <p>Also consider short term role of a 'Welfare Officer' role to visit households in TA, ensuring occupancy and any change in circumstances which would affect the types of offers that can be made to end duties.</p>	<p>MT agreed staffing posts</p> <p>All posts in place apart from Accommodation Officer/Private Rented Officer not filled – decision taken to keep under review as to need.</p>	Completed	Linda Hibbs/Claire Keeling	
6	<p>Stop using the Locata 'Initial Assessment' form as your main triage tool and replace this with:</p> <ul style="list-style-type: none"> • an option for email into the Service directly (using a Triage form which we will provide) or • a phone call via Customer Service Centre who could be asked to complete the new triage form with the person with a housing problem 	<p>Agreed to continue to use initial Locata assessment form as feeds into casework system. Working well with new triage system in place.</p>	n/a	Claire Keeling/Linda Hibbs	
7a	<p>The role of the new Triage Officer needs to be defined clearly</p>	<p>Now defined and role working well.</p>	Completed	Claire Keeling	
7b	<p>Manage expectations of those seeking assistance at either prevention or relief stages, as well as those in TA</p>	<p>Triage/prevention roles working well in this respect. Welfare Officer role adds value to this approach. Amendments to housing</p>	Completed		

		allocations policy to aid this work also.			
8	Implement a new Prevention Casework Framework	Framework provided as part of this review. Our prevention approach has been overhauled with the introduction of the Homelessness Prevention Officers. We will further review the framework to ensure we are implementing full.	Completed	Claire Keeling/Linda Hibbs	We have casework framework. Prevention improved. Service turned around from reactive to prevention.
9a	Strengthen the authorisation procedure for signing off any TA placement	A model of a new ' <i>Placement into TA Manager Authorisation Checklist</i> ' has been provided (Feb 2022) as part of the review. This is being reviewed by Housing team. EH/LH are signing off all new placements into TA until further notice.	Completed	Claire Keeling Linda Hibbs/Eleanor Hoyle	
9b	To undertake more thorough assessments prior to placement into TA where the question of priority need is not clear cut	Action forms part of checklist referenced above.	Completed		
10	To address the backlog so that average caseloads are no more than 30 cases per officer and maintain these caseload numbers to no more than 30 per officer throughout 2022	Caseloads were averaging 60 – 80 per full time officer, including Prevention Officers. Caseloads now much lower and more aligned to less than 30 per Officer.	Completed	Claire Keeling/Linda Hibbs	Actively monitoring caseloads and will shift resources as

					required e.g. to prevention.
11	Implement a comprehensive Temporary Accommodation control and monitoring sheet and associated procedure	A TA control and monitoring sheet has been developed as part of the review Continued development and use in place.	Completed	Lisa Grimes/Claire Keeling	
12	The need to bring together all of TA operational procedures and processes into a comprehensive operational procedure manual	At present in TMBC there are individual forms, checklists and some required procedures such as the out of area TA placement policy and a private rented sector discharge policy. A model <i>Operational Procedure Manual</i> will be provided as part of the review.	End September 2022	Claire Keeling/Linda Hibbs	Under review
13a	The guiding objectives for TMBC's TA Procurement Strategy should be: a) To reduce the net cost of TA from 1 million to no more than £200,000. b) To deliver the right balance between short term and longer term TA, which is applicable to TMBC's needs. The balance should be based on 1 third long term 2 thirds short term TA. c) To significantly reduce the number of units of TA outside of the Borough d) To have a balanced portfolio delivering sustainable TA without the need to rely on costly bed and breakfast or over-rely on nightly rate TA	Report presented to H&PSSC 6/12/22	December 2022	Eleanor Hoyle	

13b	TMBC should plan for a 'normal' level of TA, based on demand and supply, of between 80-100 Units	Recommendation to CHAB in Feb 2022 97 in TA as at 9/11/22	Target October 2022	Eleanor Hoyle/Linda Hibbs/Claire Keeling	
13c	Ideally TMBC's TA portfolio should consist of two-thirds short-term TA and one-third longer term TA	Linked to Procurement Strategy above	December 2022	Eleanor Hoyle	
13d	TMBC should aim to develop at least 40 units of low/nil cost short term Council owned hostel type accommodation through converting multiple use shared accommodation such as lower demand sheltered housing or purchasing former multiple use homes	Linked to Procurement Strategy above	December 2022	Eleanor Hoyle	
13e	A further 20-30 units of self-contained accommodation could be purchased if capital resources are available to build on the units purchased at the High Street and Pembury Road	Linked to Procurement Strategy above	December 2022	Eleanor Hoyle	
13f	Discussions should be held with Clarion to obtain their commitment to providing a further batch of social housing units that can be used as TA	Officer discussions have taken place and a process is now in place to review all properties coming up for letting to ascertain their most appropriate use. Regular TA meetings in place.	Monthly meetings to monitor progress	Linda Hibbs/Claire Keeling	Meeting monthly
13g	The use of nightly rate accommodation should not be ruled out completely. The aim within 12 months should be to reduce the use of nightly let to no more than 20 units with a focus on the majority being 1 bedroom units	Linked to Procurement Strategy above	December 2022	Eleanor Hoyle	

13h	The Council may wish to consider being part of a Kent wide nightly let 'call off' procurement contract in order to try and deliver lower nightly rates, but the Council should not commit to taking units on a long term basis	Linked to Procurement Strategy above	July 2022	Eleanor Hoyle	Indicated our interest however Kent wide procurement did not proceed.
13i	A small private leased scheme could be developed for up to 12 units with a recommendation that negotiations with Clarion to manage the units	Linked to Procurement Strategy above	December 2022	Eleanor Hoyle	
13j	For single people any TA duty can be performed through accessing supported housing or HMO's inside or outside of the Borough	8 HMO units at Pembury Road ready for use imminently.	November 2022	Eleanor Hoyle	
13k	TMBC should be extremely careful in considering whether to enter into a long term 40 year leasing arrangement which we believe is currently under consideration	Linked to Procurement Strategy above	December 2022	Eleanor Hoyle	
14	Develop specialist capacity to procure PRS properties to use as discharge of duty and to be clear on the deal	Use of resources within existing team to liaise with managing agents etc Housing Improvement Team is also exploring contracts with a private organisations who can procure PRS properties.	Summer 2022	Linda Hibbs/Jason Wheble	Ongoing challenges with accessing PRS due to availability, affordability and our ability to respond quickly.

15	The Housing Improvement Team cease routine inspections of all new temporary accommodation units procured through a private landlord or agent in order to free up capacity to focus on delivering the number of PRS properties required to discharge duty.	Routine inspections have been ongoing whilst a revised inspection scheme has been developed. Given the reduction in the number of placements this process has become less burdensome.	June 2022	Linda Hibbs/Jason Wheble	
16	The team should quickly develop professional marketing material based on the offer agreed	Discussions ongoing with Media team	Summer 2022	Linda Hibbs/Jason Wheble	In progress
17	If any changes or tweaks needed to the 'Golden Hello' offer to make it more attractive to landlords, decisions should be the responsibility of the Director of Planning, Housing and Environmental Health	CHAB approved this recommendation in Feb 2022	Completed	Eleanor Hoyle	
18	There is a need to deliver private sector properties in significantly expanded numbers that can then be targeted at 'discharging duty' for applicants in TA owed the relief of homelessness duty, or the main homelessness duty. A target should be set for the number of properties to be delivered each month. The target should initially be 6 properties a month and reviewed after 3 months of the team being fully operational.	Use of resources within existing team to liaise with managing agents etc Housing Improvement Team is also exploring contracts with a private organisations who can procure PRS properties.	Summer 2022	Linda Hibbs/Jason Wheble	Ongoing challenges with accessing PRS due to availability, affordability and our ability to respond quickly.
19	All acquisition should be through the Housing Improvement Accommodation Team	In place	Completed		
20a	Properties acquired should be only used to discharge duty on families or single households currently in TA which means operationally some changes are required, namely:	Use of resources within existing team to liaise with managing agents etc	Summer 2022	Linda Hibbs/Jason Wheble	Ongoing challenges with accessing PRS due to availability,

	<ul style="list-style-type: none"> ➤ At the 'Prevention Duty' stage – applicants will be expected to source their own PRS accommodation with TMBC providing a rent deposit or rent in advance funded by a DHP or Prevention Fund Payment. ➤ At the 'Relief Duty' stage – PRS acquisitions of 6 months minimum should be targeted at families and single households in TA owed a relief duty and for whom there is no outstanding intentional homelessness assessment. ➤ At the 'Main Duty' stage – PRS acquisitions of 12 months should be targeted at families and single households in TA owed a Main duty. 	Housing Improvement Team is also exploring contracts with a private organisations who can procure PRS properties.			affordability and our ability to respond quickly.
20b	The scheme should initially be set up as a 'tenant finder service' only and not set up as a social lettings agency.	Noted for implementation	Summer 2022	Linda Hibbs/Jason Wheble	
20c	Properties should be sourced both in TMBC's area and in neighbouring Kent Councils with a larger PRS market. Suitable offers should be made to applicants in TA regardless of whether the property is in or outside of TMBC. The household in TA should have no 'veto' on whether to accept a PRS offer outside of TMBC, though of course, any offer must pass a rigorous suitability assessment regarding any impact on the household of being housed in a neighbouring district.	<p>PRSO offer revisited and robust.</p> <p>Continue to seek accommodation outside TMBC.</p>	Completed/ongoing		

21	<p>There should be more work carried out to better manage the expectations of applicants who are homeless so that they should expect the duty to be discharged with a PRS tenancy and that tenancy could be outside of TMBC given the shortage of supply inside the Borough.</p>	<p>Welfare Officer role in place will assist with managing these expectations.</p>	<p>Summer 2022</p>	<p>Linda Hibbs/Claire Keeling</p>	<p>Dependent on PRS properties being available</p>
22	<p>Top slice 50% of nominations as an emergency measure to help halve the number of households in TA for the next 6 months. This needs to be agreed with Clarion. Allocate these properties directly to households in TA owed a main duty, or owed a relief duty and likely to be owed a main duty.</p>	<p>All Clarion vacancies are now discussed within TMBC team (RS/LG/CK/LH) and decision made as to best use balancing TA need/direct offers/housing register). TMBC now advertise Clarion properties so in control of this process.</p>	<p>Ongoing</p>		
23	<p>Include the 2017 Homelessness Reduction Act prevention and relief duties in the banding scheme.</p> <ul style="list-style-type: none"> • Given that the Homelessness Reduction Act commenced in 2018, the Council should as soon as possible adopt a minor change to meet its legal duty to include in the policy the Section 195 prevention of homelessness duty and the Section 189B relief of homelessness duty, and • The new prevention and relief duty cases should be allocated Band C and not Band B so the perception is not given that homelessness is a fast track into social housing. 	<ul style="list-style-type: none"> • Allocations Policy now been reviewed • Out for consultation with RPs 	<p>July 2023</p>	<p>Linda Hibbs/Claire Keeling</p>	<p>New policy agreed by Members. Consultation with RPs underway. Launch delayed due to new IT system being adopted. Will notify applicants closer to the time.</p>

23b	<p>Using discretion to make a direct offer in specific circumstances.</p> <p>The suggested wording for the direct offer change is set out below:</p> <p><i>In exceptional circumstances where there are considerable budgetary pressures on the Council caused by the number of households in temporary accommodation the Council may make a direct offer, outside of band and date order, to an applicant who is homeless and in temporary accommodation and owed a section 189B(2) Relief duty or 193(2) main duty in order to manage any budgetary impact.</i></p>	<p>Discussion led to decision not to act upon this recommendation.</p>			<p>Agreed that policy already covered this aspect.</p>
23c	<p>Make amendments to the banding award for overcrowding and to consider tightening the adopted test for measuring overcrowding.</p> <p>The recommendation is therefore that:</p> <ul style="list-style-type: none"> • Band B overcrowding should be reserved only for families that are 2 or more bedrooms deficient. • Applicants who are 1 bedroom down should be placed into Band C • Furthermore, given the high numbers that are overcrowded that are competing with homeless households, TMBC should consider options for tightening up the measurement of overcrowding standard and this is legally permissible as long as it is 	<ul style="list-style-type: none"> • Allocations Policy now been reviewed • Out for consultation with RPs 	July 2023	Linda Hibbs/Claire Keeling	<p>New policy agreed by Members. Consultation with RPs underway. Launch delayed due to new IT system being adopted. Will notify applicants closer to the time.</p>

	<p>set out in the adopted policy. The options for change are:</p> <p>Option 1: Tweak the bedroom standard to tighten it. This could be:</p> <ul style="list-style-type: none"> • One bedroom for applicant and partner/spouse (if any) • One bedroom for any additional adult couple • One bedroom for any two additional people of the same sex • One bedroom for any two additional people of the opposite sex aged nine and under • One bedroom for any additional person <p>Option 2: To count any second communal room as a bedroom when measuring overcrowding</p>				
23d	Tighten the local connection rules to qualify for the housing register.	<ul style="list-style-type: none"> • Allocations Policy now been reviewed • Out for consultation with RPs 	July 2023	Linda Hibbs/Claire Keeling	New policy agreed by Members. Consultation with RPs underway. Launch delayed due to new IT system being adopted. Will notify applicants closer to the time.

23e	<p>Include within the banding scheme a category that supports the prevention of homelessness casework.</p> <p><i>A proposed new deal for newly formed households at risk of parental/family eviction</i></p> <p>The new deal summarised:</p> <ul style="list-style-type: none"> • The new deal needs to be presented to both the family member seeking to exclude and the applicant. • It is a more transparent approach that removes the need to collude to claim to be homeless. • It may involve a much longer wait but a social housing outcome at the end of that wait and more choice over where that offer is. In contrast becoming homeless is likely to result in a private rented solution with no choice over the location <p>There are 2 banding options that TMBC would need to consider for the new Prevention Solution category: Option 1: To allocate Band B so it is comparable with applicants owed a main homelessness duty. Option 2: To allocate Band C that would rise to Band B after 6 or 12 months of the position at home being sustained.</p>	<ul style="list-style-type: none"> • Allocations Policy now been reviewed • Out for consultation with RPs <p>Triage role now effectively engages with excluders and family to try and prevent homelessness.</p>	July 2023	Linda Hibbs/Claire Keeling	<p>New policy agreed by Members. Consultation with RPs underway. Launch delayed due to new IT system being adopted. Will notify applicants closer to the time.</p>
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