

ACTION PLAN FOR ENDING USE OF B&B				
No.	TASKS	BY WHO	BY WHEN	UPDATE
1	Implementation of Plan			
1.1	Ensure Corporate and operational commitment to cease using B&B for families by Thursday 4th January 2024.	All	Immediate	
1.2	Use this template as a self-assessment approach to identify any additional actions. Actions to be added to existing Supply Plan.	SMT	30/06/23	Completed
1.3	Housing Needs Officers continue to have targets for prevention and relief that contribute to the overall Corporate Delivery Plan – reported on monthly to Performance Clinic.	BF	ongoing	
1.4	Paper to Housing and Placemaking Board – first is an analysis of the issues leading to our current position and the second will report the outcome of a self-assessment against the DLUHC checklist and resulting actions.	DG	25/5/23 and 14/09/23	Completed
1.5	Paper to Corporate Leadership team.	DG	29/6/23	Completed
1.6	Discussion at Housing Sub Group of the HSAB and HSCP.	DG	21/6/23	Completed

1.7	Briefing of new Lead Member in June and on-going conversation.	DG	15/06/23	Initial briefing completed
1.8	Cabinet Strategy discussion on the position and areas for policy consideration.	DG	TBC	
1.9	Consider other ways to disseminate messages corporately – Leadership Forum, presentation during budget fortnight.	DG	Leadership session by end of 2023	Budget Fortnight session completed. August 23.
1.10	Staff events to discuss the current situation and identify actions.	DG	20/6/23 and 29/6/23	Completed
1.11	Expand the Housing Related Support led Introduction to Homelessness Briefings, to include input from teams across Housing Demand.	MW/BF/LR	From Sept 2023	Completed
1.12	Set additional targets that are outcomes focused - based on where people will be going from B&B. For example, % of placement in pathway for single people, % of placement in the PRS, % in alternative TA (PSL/NPA) % of placement OPS, Reports through monthly Performance Clinic.	CA	From Sept 2023	Completed
1.13	Continue to update Yammer and keep staff informed and engaged in this: simple visual on progress – position on a weekly basis split by families and singles. <ul style="list-style-type: none"> ○ Include a good news story on a weekly basis of number of families moved and location moved to etc. ○ Share service briefing 	SMT	Early Sept 23	Ongoing

1.14	Develop a Risk Log – impact of B&B use on stakeholder services, service and Council – risks and mitigations (increased litigation, cost), ombudsman – headlines on risks goes to managers who can share with staff. Lesson learned/operational group.	CA	15/09/23	completed
1.15	Set up Multi-agency Homelessness Reduction Board with initial emphasis on B&B Elimination.	DG/HA	1st meeting by end of Oct 2023	1st meeting taking place on 30th November

2	Prevention of TA Need Against Main Causes of Family Homelessness			
2.1	We will continue with co-location of Housing Needs staff to ensure early identification of homelessness. Most recent published DLUHC data indicates we are performing well in terms of early intervention as majority of cases picked up at prevention stage.	BF	On-going	
2.2	Private Rented Engagement Team (PRET) to continue to review previous AST placements to identify opportunities to intervene if there are arrears and to renew tenancies.	BF	ongoing	
2.3	Review of Tenancy sustainment approach when we consider the structure needed to deliver ASTs following our exit from Capital Letters.	DG/BF/LB	Sept. 2023	New structure to be in place early 2024
2.4	Housing Needs Officers aware that home visits will now be required in majority of cases to try to mediate/negotiate in person. Obstacles to undertaking home visits reduced, e.g. all HNOs issued with tape measures.	BF	ongoing	

2.5	Home visit pro-forma to be developed for use by Housing Needs to ensure consistency and quality.	BF	30/06/23	Completed
2.6	Budget for Prevention Fund for 2023/24 in place and in use.	BF	ongoing	
2.7	Review the measure used to define whether Prevention Fund payment is VFM as this was largely based on a figure of £4500 being used and this is based on cost of NPA – costs of B&B are significantly higher and we may want this reflected in our decision making on use of Prevention Fund. Increase Homelessness Prevention fund from HPG to reflect this.	DG/BF	15/7/23 30/8/23	Completed - Housing Needs Team have scope to present cases to HNM where a larger payment is required.
2.8	Hearthstone to continue to identify alternatives to TA for victim/survivors of DA, working with HRS to install Sanctuary Rooms/ attending MARAC to offer advice on alternatives such as management transfers etc.	FB	Ongoing	We continue to look at options for tenancy sustainment for families- i.e. looking at emergency lock changes and access to civil remedy to prevent clients from displacement. Working with partners at MARAC to advise on the current situation and asking for support to refuge where possible.
2.9	Hearthstone to work with VAWG partners to advise and explore alternative legal remedies- I.e., occupation orders etc.	FB	Ongoing	Now co-locating with wood Green CSU (police) to look at case by case and bail

				conditions and serving DVPN's on perps to allow V/S's to remain in the home as opposed to being the ones displaced.
2.10	Introduction of floating support worker to support victim/survivors who move to safe accommodation or have Sanctuary measures installed. Allocate a budget for personalised support.	FB	June 2023	Completed
2.11	For transport funding to be provided to DA cases accessing refuge space outside of London for same day travel where available and possible in order to avoid vulnerable families being placed in B&B.	FB	From June 2023	Completed
2.12	Upstream Prevention: <ul style="list-style-type: none"> ○ Use of Policy in practice dashboard to identify opportunities for early intervention. ○ Use information to inform/commission new area of activity. ○ hospital discharge funding ended – negotiate on potential extension through BCF. 	BF BF/DG MW	On-going 30/9/23 15/7/23	Hospital discharge post funding secured for 12 months

3	Reduce/End Family B&B Initial placements
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3.1	<p>Ensure all B&B cases have ownership and move-on plan. Weekly B&B elimination meetings commencing 7th June to go through individual B&B cases to ensure move-on is progressing. Attendance from AO, Needs, Rehousing, Pathway, Lettings (SH and GN), Supply Team, Voids and Heads of Service.</p> <p>○ TOR needed</p>	LR/LB/BF/CA	From 7 June 2023	Implemented
		LR/LB/BD/CA	End of August	Completed
3.2	Continue with current EA approval process as this robustness provides assurance that EA is the last option; all placements to be approved by two Housing Needs Team Managers.	BF	Ongoing	
3.3	Where B&B is the placement option additional sign off needed by HoS for Rehousing and Lettings, HoS for Supply and Contracts or AD.	LB/LR	Ongoing	
3.4	Daily monitoring of the B&B elimination spreadsheet: identifying status of case and move on options for move on meeting - B&B Daily report (TA0207) implemented with day count from placement in B&B and family type.	SMT & managers	Ongoing	
3.5	Ensure that any available PRS properties are used to prioritise moves for households in B&B or to those where placement into B&B is imminent. Prioritisation Implemented from May 2023.	BF/LR/LB	From May 2023	Implemented

3.6	Reduce number of Prohibition Notices from HIT – arrange to do more works in default funded by Prevention Fund and arrange for Charges to be put on property.	LS /BF	30/09/23	We are continuing to explore whether this is practicable and a response we can deliver.
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4	Manage Move-On From Emergency Placements			
4.1	Decision taken to leave Capital Letters and undertake AST sourcing inhouse. Staff returned and we have an interim structure in place. New AST incentive promotional offer to be reviewed after 3 months.	DG/BF/LB	Review Sept 2023	Completed Incentives reviewed and agreed facility to increase base offer on a case-by-case basis
4.2	Trial rent top-ups to market levels in exceptional cases (e.g. SEND) where there are risks of additional costs for the authority in addition to the B&B costs.	BF/LB	From July 2023	ongoing
4.3	Review structure for delivery of ASTs and tenancy sustainment, given market pressures.	DG/LB/BF	From Sept. 2023	Pending – will be part of wider structure review
4.4	Use IBAA data to compare and breaches and continue to be part of the sub-regional and London wide discussions.	DG/LB	Ongoing	Ongoing
4.5	Increased IBAA rates in April 2023 and held one to one negotiation with provider to try and avoid the loss of existing stock and explore any new opportunities.	LB	From April 2023	Ongoing

4.6	Engage with RP's (in liaison with Housing Strategy Team) on opportunities for them to support us with our homelessness challenges e.g. review of Nominations agreement, how they manage evictions and need to move with their own tenants, sale/lease, interim use while they decide what to do, or noms to perm.	HA/LH/DG	From August 2023	Ongoing – To Date have met with 11 Registered providers
4.7	Pursue any acquisition opportunities resulting from these conversations. Participation in L&Q led discussions with G15 on opportunities for joint working. Offer of assistance to support the work.	RE/DG RE/DG	From Sept. 2023 1 st meeting – 15/8/23	Discussions are ongoing
4.8	All available TA properties are matched to households in B&B and also short stay hostels; thus reducing reliance on hotels and creating vacancies for new placements. To further use properties to prevent hotel placements for accepted homeless households, facing eviction from their TA due to landlords requiring their properties back.	LR	Ongoing	Ongoing - All alternative TA is explored with priority given to families in B&B.
4.9	TA properties are matched early and offers are made when a property is available to occupy with immediate offer letters sent. An additional Temporary Accommodation Placement Officer will be engaged to support the team (expected August)	LR	Ongoing	Ongoing – out to advert and hope to have additional staff in post by February 24

4.10	<p>Deliver improvements in the end-to-end voids process to ensure that households are moved on to settled accommodation at the earliest possible time.</p> <ul style="list-style-type: none"> ○ Deliver improvements on repairs to voids in line with Housing Transformation Plan. ○ Provision of accurate SFAD and RFL dates ○ Timely advertising or matching ○ New Viewings Officers will improve the process of letting permanent homes. ○ Sign up arrangements reviewed and changes embedded. 	<p>CB/JR</p> <p>CB LR LR</p> <p>NP</p>	<p>On-going</p> <p>On-going</p> <p>30/6/23</p> <p>Sept 23</p>	<p></p> <p>Ongoing</p> <p>Complete</p> <p>Complete</p>
4.11	<p>Weekly void meetings across all services designed to accelerate void turnaround times across all forms of void properties; general needs, sheltered housing, private sector leased properties and hostels.</p>	CB/LR	Ongoing	<p>Weekly Void meetings take place with a second meeting of departmental leads to monitor progress.</p>
4.12	<p>Clearance of backlog of HCBS voids. Approach agreed at PHB.</p>	RE	Feb 2024	<p>Appointment of contractor completed. Estimated works completion Feb 2024</p>
4.13	<p>Explore options for bring High Road West voids back into use to ease immediate pressures and minimise the impact of the closure of Whitehall Lodge in Jan 2024 and HRW decants.</p>	CB/JR	TBC	

4.14	Annual Lettings Plan commitments. To be published in Sept, this will outline the pressures of TA and hotel placements and commit the Authority to maintaining lets to homeless households, using own stock as TA and ensuring that vulnerable, single people avoid TA through quotas for care leavers, people with complex needs, people with Learning Disabilities and Housing First allocations.	LR	30/9/23	To be completed
4.15	Allocations Policy review.	RE/DG	Ongoing	Will present a draft Allocations Policy to Cabinet in the first half of 2024
4.16	Increase use of one bedroom Council properties as temporary accommodation and prioritising moves from hotels and short stay hostels. Set clear targets and monitor delivery.	LR	Ongoing	This is ongoing – targets set and monitored via Supply Plan Group
4.17	Agree use of some larger in borough Council properties as TA for families who need to stay locally due to family needs.	DG/LR	15/7/23	Completed
4.18	Rehousing assessments and personalised housing plans carried out within one month of cases being accepted; bringing this forward for customers in hotels.	LR	Ongoing	Targets set as described and highlighted in regular supervision.

5	Increase Supply of Suitable Accommodation			
5.1	Ensure that the Council is making best use of its regulatory powers such as Empty Dwelling Management Orders/ Compulsory Purchase Orders.	LS/DG	30/9/23	The private sector housing team continue to investigate privately owned long-term empty homes and will take action via our enforcement route in line

				with the Council's empty homes policy. In November 2022, four properties were put to Cabinet for the recommendation to use CPO to bring those properties back into use. These were approved by Cabinet and as a result three out of the four properties are now being renovated in order to be occupied or sold. A further set of properties likely to be put to Cabinet in 2024 following owners non-compliance with the empty homes enforcement procedures
5.2	<p>Work with emergency accommodation providers to ensure that there is a robust documented process in place to retain as many NPAs as possible due when households move and cancellations are made. ○</p> <p>Supply team to be advised when EA is ending to ensure conversation with owner to retain.</p>	LB/LR	<p>31/08/23</p> <p>From 03/07/23</p>	ongoing

5.3	<p>Meet with all emergency accommodation providers to negotiate the retention of EA following the increase in IBAA rates – started in April with agents with a portfolio of more than 25 properties.</p> <p>Engage with NLHP on wider piece of work with suppliers aimed at improving retention,</p>	LB	Commenced April 2023 Ongoing	<p>Meeting with suppliers with properties over 25 units., This has slowed down due to the Service priorities to procure emergency accommodation. This will resume in January and will be led by the newly appointed Housing Supply Manager</p>
		LB	Ongoing	<p>NLHP held a meeting with the 10 top providers of TA. The purpose of the forum is to Develop/build longer term relationships between boroughs/suppliers. Managing risks on both sides. Support boroughs' B&B elimination plan, explore if and how we can jointly stabilise prices, explore opportunities to increase supply that would benefit all parties. The next meeting will be held in March.</p>
5.4	Deliver new modular Lodge at Station Road.	RE/DG	Early 2025	Aim of having a Scheme ready to submit for Planning in mid – 2024 for a start on Site by late

				Autumn 2024 following a competitive Tender for the modular fabrication and groundworks.
5.5	Review option to extend Russell Road hostel to maximise occupancy and meet the needs of families.	SW/DG	TBC	Business case drafted. Meeting arranged to look at possible options.
5.6	Consider options for delivering other opportunities identified in the hostel review.	RE/SW	31/10/23	ongoing
5.7	Produce a clear estimate of future need by TA types and property sizes to inform a procurement/purchase programme. Model differing supply scenarios and maximising the most cost effective. Identify business analyst resource to support this work.	LB/HA/SL DG	End Of Oct 2023 1/10/23	See below Analyst identified – Scoping completed and project completion target April 24.
5.8	Use needs analysis to work with colleagues and stakeholders to look for vacant or owned by the council buildings that could be temporarily used for short- or medium-term temporary housing. For example, Hornsey Townhall, Hale Road, Caretaker houses, S106 N22.	LB/DG/SL/ CT	On-going but firm up options with analysis	
5.9	Continue to negotiate on existing LBH leases at expiry or when void, or as new acquisition and transfer to Homes for Haringey leases.	LB	Ongoing	

5.10	Develop a clear lease offer, including repairs and management, and promote to landlords and agents – leading to an increase in the number of leases.	LB	By 30/9/23	Looking at bulk lease arrangements in order to form a package to landlords offering this approach.
5.11	Review of ‘peppercorn’ lease arrangements to identify any that should/could be brought to an end/repurposed.	SF	Ongoing	
5.12	Undertake a full programme of visits to all units of temporary accommodation.	LB	Ongoing	Officers in Place
5.13	Undertake risk assessed checks in our social housing stock to identify sub-letting etc (estimate of 1% minimum)	JR	TBC	
5.14	Bid to LAHF 2 (2 units of Afghan refugee move on accommodation and 18 units of TA) Deliver the agreed units.	RE RE	5/7/23 By March 2024	MoU signed on 11/8/23 30 units of accommodation to be delivered
5.15	Deliver the new homes programme - 3,000 new social rent homes	RE	Delivery over 3 years of the programme	Monitoring through New Homes Board.
5.16	Explore whether any of the hostels have any office/storage/communal space that could be repurposed with the addition of rented shower pods to be used as additional capacity.	LB	15/09/23	Project to be completed by year end

6.	Increase Supply of Suitable Accommodation for Single Adults			
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<ul style="list-style-type: none"> • Continue to identify and bid for funding to increase provision of supported housing (RSAP, SHAP, RSI, targeted additional RSI funding). • Conduct a review of singles entering B&B and identify of any gaps in provision – improvement in performance for void utilisation including any barriers at Osborne Grove (directly delivered assessment service). • Conduct a review of the current Pathway provision and process. Consider opportunities to reduce the assessment criteria for entry into pathway. • Conduct a review of move on – where are the majority of people identified for move on going/waiting for within pathway services and Osborne Grove • Consideration/identification of funding to recommission or directly deliver a Hale Road model for emergency 24-hour placements. (Survey was due in May to confirm refurb costs and inform decisions but the houses are squatted). • Confirm hospital discharge continuation funding and discuss the on-going use of Stokely Court units as hospital discharge accommodation. • Consider extension of use of Stokely Court or alternative sheltered provision to meet immediate needs of homeless older people who are waiting for an allocation of sheltered housing. • Consider options for delivery of safe accommodation for single or pregnant women who are homeless due to domestic abuse. 	MW/TD	Sept 23	Complete – SHAP and additional PHB successful
	MW/TD	Oct 23	Complete
	MW/TD	By Sept 23	Ongoing – unlikely to offer any material outcome prior to plan target date.
	MW/TD	Aug 23	Complete
	DG/MW	TBC	In progress – no budget currently identified for delivery of a service due to savings ask across the Council.
	DG/MW/NP/HT	31/7/23	Complete
	DG/MW/NP/HT	31/7/23	Complete

		DG/MW/FB	31/8/23	No funding available to deliver on this objective currently. Will keep liaising with the GLA on possible funding streams.
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