| Action No. | Action Description | Key Milestones | Corporate Dependencies Identified | Partnership Organisations | Who is the lead for this action? | Target Date | Status |
|---|---|---|---|---|---|---|---|
| **Metric 1: Success at Preventing and Relieving homelessness.** | | **Baseline (July - September 2025): 36%** | **Annual Checkpoint 1 (July - September 2026):** | **Annual Checkpoint 2 (July - September 2027):** | | **Final Checkpoint (July - September 2028):** | |
| **Metric 1 - Target: 60%** | | **Watford target narrative: Watford Borough Council has aligned our Corporate KPI's with the Local Outcome Framework metrics and targets. The Councils targets will be reviewed at the end of the financial year. We consider that 60% is a challenging target due to the lack of move on housing, especially via the housing register. New build social and affordable housing is limited and the Private Rented Sector is limited to smaller households and singles. We have invested in upstream prevention through our triage officers who will be essential in achieving this target.** | | | | | |
| **Sub-Metric 1: Success at Preventing and Relieving homelessness for those experiencing multiple disadvantage.** | | **Baseline (July - September 2025): 50%** | **Annual Checkpoint 1 (July - September 2026):** | **Annual Checkpoint 2 (July - September 2027):** | | **Final Checkpoint (July - September 2028):** | |
| **Sub-Metric 1 - Target: 60%** | | **Watford target narrative: Watford Borough Council has aligned our Corporate KPI's with the Local Outcome Framework metrics and targets. The Councils targets will be reviewed at the end of the financial year. As with Metric 1 this will be a challenging target. Due to the small number of individuals that are recorded at multiple disadvantaged these figures will fluctuate dramatically. We are working with officers on improving the recording of support needs to improve the accurate and consistency of the statistics.** | | | | | |
| 1 | Develop a Communications plan, promoting the Council's homeless prevention service and early intervention approach. Implement the communications plan using all channels of communication including press releases and social media. | Update website | Communications<br>IT Services<br>Health Hub | Watford Homelessness Forum | Housing Service Operations Lead | Q4 2026-27 | 2 |
| | | PRS mailout to increase prevention - arrears , Renters Rights, Homelet. | | | | Q4 2026-27 | 2 |
| | | Advertise Health Hub activities to improve engagement. | | | | Q4 2026-27 | 2 |
| | | Use social media to better inform resident of 'self help' housing. | | | | Q4 2026-27 | 2 |
| 2 | Prevention and Triage: Identify avenues of preventing homelessness upstream working with stakeholders on information provision.<br>Carry out research with homeless households to identify factors which indicate how homelessness could have been prevented at an earlier stage, including floating support and apply the lessons learned. | Establish a single triage standard across all triage officers to ensure consistent messaging and customer experience. | Environmental Health<br>Community Safety | YMCA Chiltern Group<br>New Hope<br>Grow<br>Emerging Futures<br>Probation<br>Watford general Hospital<br>Chime<br>Hertfordshire Constabulary<br>Hertfordshire County Council | Prevention & Triage Manager | Q4 2026-27 | Not yet started |
| | | Early escalation of most at risk providing targeted support at most vulnerable to mitigate escalating risk and reduce complaints. | | | | Q4 2026-27 | Not yet started |
| | | Establish weekly case reviews | | | | Q4 2026-27 | 2 |
| | | Triage analysis to ensure that we see the people behind the Hclic data. Review trends and assess where service adjustments are required. | | | | Q4 2026-27 | 3 |
| | | Review DTR's to assess trends and direct resources / partnership work. | | | | Q4 2026-27 | 2 |
| 3 | Monitoring of Service standards and performance | Establish and ensure caseloads are appropriately allocated and that contact with clients are within service targets. | Training and Development<br>Human Resources | Hamilton Mercer<br>MHCLG | Options Managers | Q4 2026-27 | 2 |
| | | Cases are reviewed and information updated. | | | Options Managers | Q4 2026-27 | 2 |
| | | Supervision to ensure accountability and earlier corrective action. To support staff development, training and competency commitments. | | | Options Managers | Q4 2026-27 | 2 |
| | | LOF action plan is reviewed by managers monthly. | | | Options Managers | Q4 2026-27 | 2 |
| | | Performance measure and KPI's are up to date, reviewed and actioned on monthly basis. | | | Options Managers | Q4 2026-27 | 2 |
| | | Quality Assurance Framework is updated and reviewed with manager monthly. | | | Options Managers | Q4 2026-27 | 2 |
| 4 | Develop a tenant ready training programme for homeless households, using learning from elsewhere. | Test and learn by expanding Tenancy Sustainment Team activities to provide pre-tenancy support to improve move on and reduce TA numbers. | Procurement<br>Legal services | MHCLG Housing Advice and Support Team<br>Local authorities | Private Sector Working Group - to include - Options Manager to be | Q1 2027-28 | Not yet started |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Review impact to consider future commissioning opportunities. | | New Hope<br>YMCA Chiltern Group | included, TA Manager. | Q1 2027-28 | Not yet started |
| 5 | Plan a Tenancy Sustainment service for tenants of the Private Rented Sector. | Refer Home Path PRS tenants to Tenancy Sustainment Team provided by VCFSE sector partners. | Procurement<br>Legal services | MHCLG Housing Advice and Support Team<br>Local authorities<br>New Hope<br>YMCA Chiltern Group | Private Sector Working Group - to include - Options Manager to be included, TA Manager. | Q3 2026-27 | 2 |
| | | Review impact of Tenancy Sustainment activities. | | | | Q4 2026-27 | 2 |
| | | Tender for ongoing service for 2027 onwards, if outcomes create significant benefits and cost savings. | | | | Q4 2026-27 | Not yet started |
| 6 | Look at early-intervention mediation services between tenants and private rented sector landlords to resolve disputes before they escalate into eviction. | Utilise free services by informing landlord and tenants through existing channels. | Environmental Health<br>Community Safety | MHCLG<br>Local authorities<br>Private sector landlords<br>Citizens Advice<br>Hertfordshire County Council | Renters Rights Act Working Group | Q4 2026-27 | 2 |
| | | Review of paid services provided by other LA's to commission jointly if cost benefit is significant. | | | | Q4 2026-27 | Not yet started |
| 7 | Introduce a “Call before you serve notice” system to engage earlier with private landlords to prevent homelessness. | Review similar systems used at other Local Authorities. | Communications<br>Environmental Health<br>Community Safety | Watford Private Landlord Forum | Housing Service Operation Lead - Renters Rights Working Group | Q1 2027-28 | Not yet started |
| | | Promote service using standard communication channels, social media and the Landlords Forum. | | | | Q1 2027-28 | Not yet started |
| | | Review impact and costs associated. | | | | Q1 2027-28 | Not yet started |
| 8 | A mediation service for young families being evicted from the family home – homelessness prevention initiative (essential to contain expectations and intervene at an early stage), to include home visits. | Identify service | Community Safety | Herts Young Homeless<br>Hertfordshire County Council<br>Citizens Advice | Housing Options Manager - Families | Q1 2027-28 | Not yet started |
| | | Identify funds | | | | Q1 2027-28 | Not yet started |
| | | Direct award to provider | | | | Q1 2027-28 | Not yet started |
| 9 | Home Visits for Family Evictions – consider new small budget funding initiatives such as funds for gas and/or electricity top-ups to delay or prevent homelessness. Introduce an “Excluder Survey” to be completed by the head of the household including an expectation to give reasonable notice (where safe to do so) with information to manage expectations. | Housing officer to assess cases at Prevention stage and allocate to Triage Officer, Tenancy Sustainment, Herts Young Homeless or Registered Providers. | Finance | Herts Young Homeless<br>New Hope<br>Chime | Triage Manager<br>Housing Options Manager - Singles<br>Housing Options Manager - Families | Q3 2026-27 | 2 |
| | | Excluder survey to be developed and circulated. | | | | Q4 2026-27 | Not yet started |
| 10 | Continue to develop Temporary Accommodation Pre-Eviction Protocol, reducing evictions from Temporary Accommodation. | Review historical evictions to identify trends resulting in evictions | Community Safety | TA providers<br>Chime Housing | Temporary Accommodation Manager | Q4 2026-27 | 2 |
| | | Co produce eviction protocol with providers | | | | Q4 2026-27 | Completed |
| | | Launch protocol | | | | Q4 2026-27 | Not yet started |
| | | Review impact quarterly. | | | | Q4 2026-27 | Not yet started |
| 11 | Implement the provision of the Social Housing Bill when it has received Royal Assent. This will extend protections to victims of Domestic Abuse and enable them to continue living in their existing accommodation. | Research previous Domestic Abuse Homelessness Cases | Community Safety | Registered housing provider partners. | Housing Options Manager - Singles<br>Housing Options Manager - Families -<br>Safeguarding manager | Q1 2027-28 | Not yet started |
| | | Identify incidences of Relief cases which could be prevented. | | | | Q1 2027-28 | Not yet started |
| | | Identify how the Act's provisions can prevent homelessness. | | | | Q1 2027-28 | Not yet started |
| 12 | Engage hard to reach communities to identify and prevent upstream homelessness. | Review those presenting as homeless, both those where a duty is accepted and those accessing partner services to identify communities. | Community Commissioning | VCSFE sector partners | Prevention & Triage Manager | Q1 2027-28 | Not yet started |
| | | Review impact of parental eviction, DA and PRS evictions to see if there are corresponding trends. | | | | Q1 2027-28 | Not yet started |
| | | Review location ion of Healthy Hub events supported by housing triage officers to offer early intervention support. | | | | Q1 2027-28 | Not yet started |
| | Refugees and Asylum Seekers | Review the effective use of LAHF properties to prevent homelessness and the use of TA. | | New Hope | | Q3 2026-27 | 2 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 13 | | Find support for refuges and those entering the borough through the asylum dispersal route. | Community Safety<br>Finance | YMCA Chiltern Group<br>Migrant Help<br>Watford and Three Rivers Refugee Partnership | Refugee and Asylum Seeker Manager | Q3 2026-27 | 2 |
| | | Proactively engage with households that are growing due to family reunion to prevent homelessness. | | | | Q3 2026-27 | 2 |
| | | Review specialist TST support to help refugees integrate into communities. | | | | Q3 2026-27 | 2 |
| 14 | Explore the possibility of a Private Sector Leasing scheme. | Review existing private sector leasing schemes in other comparable areas. | Planning and Development<br>Property<br>Finance<br>Communications | Watford Private Landlord Forum | Resettlement Manager | Q4 2026-27 | Not yet started |
| | | Complete feasibility study. | | | | Q4 2026-27 | Not yet started |
| | | Develop scheme given outcome of study. | | | | Q3 2027-28 | Not yet started |
| 15 | To consider the impact of the Renters Rights Act 2025 on procedures for the Private Rented Sector access scheme. | Work closely with Environmental Health to look at strengthening enforcement to reduce Illegal Eviction and Harassment in relation to the Renters Right Act 2025. | Environmental Health<br>Community Safety | Watford Private Landlord Forum | Private Sector Working Group and Renters Rights Working Group | Q1 2026-27 | Completed |
| | | Review required docs and standards for properties, supporting landlords with new legislation and duties. | | | | Q1 2026-27 | Completed |
| | | Offer targeted workshops for landlords and agents to encourage compliance and reduce conflict-based homelessness presentations. | | | | Q1 2026-27 | Completed |
| 16 | PRS Access Scheme | Provide information and advice to landlord on our PRS Access Scheme and wider landlords with properties in Watford involved in our landlord events or Landlord Club. Offer incentives to landlords who demonstrate strong compliance with the RRA and contribute to reducing homelessness risk. | Environmental Health<br>Community Safety | Watford Private Landlord Forum, Watford Citizens Advice. | Private Sector Working Group | Q1 2026-27 | Completed |
| 17 | Insurance premiums for landlords | Consider paying an insurance premium for rent loss or rent guarantees for private landlords as incentives. | Finance | Watford Private Landlord Forum. | Private Sector Working Group | Q2 2026-27 | 2 |
| 18 | Floating support services. | To carry out a review of Floating Support Services for households to ensure the capability of the wider floating support network to prevent their homelessness from temporary accommodation, private or social rented homes. | Community Commissioning | Providers of floating support services. | Housing Options Managers Housing Services Operations Lead. | Q4 2026-27 | Not yet started |
| | | Use the review to identify where additional floating support is required to support those at risk of homelessness or in TA. | | | | Q4 2026-27 | Not yet started |
| | | Engage with, or commission services that would help prevent homelessness or support households to move into long term accommodation. | | | | Q4 2026-27 | Not yet started |
| 19 | Establishment of a Single Homeless Pathway across all supported housing providers and other agencies to support those with Multiple Disadvantage. | Integrate all supported housing in VCFSE sector into Watford's homelessness offer. | Community Commissioning<br>Finance | YMCA Chiltern Group<br>New Hope<br>Grow<br>Emerging Futures<br>Probation<br>Watford general Hospital<br>Chime<br>Hertfordshire Constabulary<br>Hertfordshire County Council | Single Homeless Pathway Coordinator | Q1 2026-27 | Completed |
| | | Create pathways to minimise duplication of services. | | | | Q1 2026-27 | Completed |
| | | Establish sharing agreements across partners. | | | | Q1 2026-27 | Completed |
| | | Commission services where required to further develop the pathway and ensure resilience of providers. | | | | Q1 2026-27 | Completed |
| | | Reduce evictions and rough sleeping though the use of operational forums to support those most at risk. | | | | Q1 2026-27 | Completed |
| | | Incorporate substance misuse, mental health, healthcare into the pathway. | | | | Q1 2026-27 | Completed |
| | | Support probation and Watford General Hospital to ensure the DRT process utilising VCFSE partners. | | | | Q1 2026-27 | Completed |

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|---|---|---|---|---|---|---|---|
| | | Reduce ASB through balancing support and enforcement to improve community integration. | | | | Q1 2026-27 | Completed |
| 20 | To increase prevention activities to reduce evictions from Supported Housing Placements | Review information held on HCC's eviction portal to identify trends. | Community Commissioning | Single Homeless Pathway partners. | Single Homeless Pathway Manager and Housing Options Mangers and Prevention & Triage Manager | Q4 2026-27 | 2 |
| | | Monitor eviction from supported housing providers and RP's to reduce evictions. | | | | Q4 2026-27 | 2 |
| | | Ensure pathways are established for unpreventable evictions to other appropriate providers. | | | | Q4 2026-27 | 2 |
| 21 | Review wider impact of prevention activities. | Capture and report on the extent to which upstream homelessness prevention activities deliver savings to health, community protection and other services. | Environmental Health Community Safety | Integrated Care Board Watford General Hospital Hertfordshire County Council | LGR Housing Core Group | Q4 2026-27 | 2 |
| | | Promotes individual and family well-being including improved health and educational attainment. | | | | Q4 2026-27 | 2 |
| 22 | Supported Housing Regulatory Oversight Act and the Supported Housing Strategy. | Join pan Hertfordshire Supported Housing Strategy development group to support development of county-wide Supported Housing Strategy | Environmental Health Community Safety | Hertfordshire County Council Other Hertfordshire Districts and Boroughs | Housing Policy, Projects and Strategy Manager | Q1 2026-27 | Completed |
| | | Map supported housing provision in Watford by identifying supported exempt accommodation through housing benefit. | | | | Q2 2026-27 | Completed |
| | | Complete surveys mapping estimated demand across Watford. | | | | Q3 2026-27 | 2 |
| | | Complete Watford's Supported Housing Strategy incorporating Hertfordshire wide strategy. | | | | Q4 2026-27 | 2 |
| 23 | Customer Services Centre and Triage | Ensure that suitably private and safe assessment space is retained moving forward, post building works being completed, to ensure face to face homelessness assessments are continued, in accordance with the Homelessness Code of Guidance. | Town hall quarter programme board | MHCLG | Housing Service Operational Lead - Town Hall Steering Group | Q1 2027-28 | 2 |
| 24 | Complex Needs Housing Multi-Disciplinary Team | Embed a Single Homeless Support Pathway (SHSP-MDT) in to all housing activities to support those with multiple disadvantage, specifically substance misuse, mental health challenges and survivors of domestic abuse. | Community Safety Environmental Health Finance Communication | HCC MIND CGL Mimram | Housing Options Manager - Singles and Prevention & Triage Manager | Q1 2026-27 | Completed |
| **Metric 2: Households with children in Temporary Accommodation per 1000 households.** | | **Baseline (September 2025): 3.93** | **Annual Checkpoint 1 (September 2026):** | **Annual Checkpoint 2 (September 2027):** | | **Final Checkpoint (September 2028):** | |
| **Metric 2 - Target: 2.49** | | **Watford target narrative: Watford Borough Council has aligned our Corporate KPI's with the Local Outcome Framework metrics and targets. The Councils targets will be reviewed at the end of the financial year. The current target of 2.49 (equivalent to 100 households in TA) is an unrealistic target for Watford. This target is the current Corporate KPI to maintain an aggressive focus on number in Temporary Accommodation. There is now political and corporate awareness of the challenges in reducing number and that this will only be achieved through a Council wide response. The Corporate KPI will be adjusted next year with a likely target of 3.93.** | | | | | |
| 25 | Review all operations to increase supply and diversify TA offer to reduce reliance on B&B/nightly lets and improve quality of accommodation and support. | Complete an options appraisal for acquisitions | Planning and Development Property Finance Communications | YMCA Chiltern Group New Hope Grow Emerging Futures Chime | TA Manager Housing Enabling and Development Manager | Q4 2026-27 | Not yet started |
| | | Explore TA leasing schemes | | | | Q4 2026-27 | Not yet started |
| | | Assess cost saving of block booking | | | | Q4 2026-27 | Not yet started |
| | | Review partner delivery across VCFSE | | | | Q4 2026-27 | Not yet started |
| | | Review chime performance on voids and right sizing to ensure we are maximising existing stock | | | | Q4 2026-27 | Not yet started |
| | | Follow up on opportunities to use commuted sums at Riverwell and Vicarage Road. | | | | Q4 2026-27 | 2 |
| | Placement control systems of those in TA. | Full placement audit | | | | Q4 2026-27 | 2 |

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|---|---|---|---|---|---|---|---|
| 26 | | Authorisation protocol | Planning and Development Property Finance Communications | Chime Nightly let providers B&B providers | TA Manager | Q4 2026-27 | 2 |
| | | Review weekly exception list to lower costs | | | | Q4 2026-27 | 2 |
| | | Improved suitability | | | | Q4 2026-27 | 2 |
| | | Fewer unmanaged long stays | | | | Q4 2026-27 | 2 |
| 27 | Increase move on from TA | Route and target for every household; | Planning and Development Property Finance Communications | Chime Nightly let providers B&B providers | Singles Options Manager Families Options Manager TA Manager | Q4 2026-27 | 2 |
| | | Weekly blocked-case decisions creating higher exits and shorter stays. | | | | Q4 2026-27 | 2 |
| | | To award the highest level of priority to the provision of affordable homes for Social Rent. | | | | Q4 2026-27 | 2 |
| | | Prioritise those in TA utilising Home Path PRS offer | | | | Q4 2026-27 | 2 |
| 28 | Award the highest level of priority to the provision of affordable homes for Social Rent. | Follow up with Chime regarding development opportunities and sites in Watford. | Local Authority working group to include Housing & Wellbeing, Planning & Development, and Regeneration | Registered housing provider partners. | Housing Enabling and Development Manager | Q4 2026-27 | 2 |
| | | Review RP re-let turnover and existing downsizing offers, identifying opportunities to increase turnover. | | | | Q4 2026-27 | 2 |
| | | Explore how Hart Homes could support the council's objectives by purchasing properties and operating as a private rented sector (PRS) landlord. | | | | Q4 2026-27 | 2 |
| 29 | Attract, support and enable Registered Housing Providers to acquire and develop new affordable homes in Watford, and to initiate joint ventures where appropriate. | Review affordable housing requirements in the Local Plan, including whether to continue prioritising social rent (SR) or reintroduce some affordable rent (AR) units. | Local Authority working group to include Housing & Wellbeing, Planning & Development, and Regeneration | Registered housing provider partners. | Housing Enabling and Development Manager | Q4 2026-27 | 2 |
| | | Compile a list of sites and development opportunities in Watford. | | | | Q4 2026-27 | Completed |
| | | Clarify borrowing rate assumptions. The current assumption is 8%, equating to approximately £800 per month in repayments for every £100,000 borrowed. Confirm the assumptions and repayment implications. | | | | Q4 2026-27 | 2 |
| 30 | To introduce and implement a policy for the use of local authority assets and resources for the purposes of delivering additional new affordable housing, including commuted sums, land, an increase in borrowing headroom. | Review the relevant Section 106 agreements, the Affordable Housing: Developer Contributions SPD (2025), and applicable Local Plan policies to establish:<br>• Whether commuted sums can be spent outside Watford Borough.<br>• Whether commuted sums can be used to provide temporary accommodation<br>• What restrictions apply to existing funds and whether these differ between individual agreements. | Local Authority working group to include Housing & Wellbeing, Planning & Development, and Regeneration | Watford Council Surplus Sites Project Board | Housing Enabling and Development Manager & Resettlement Manager | Q4 2026-27 | 2 |
| | | Develop a strategy and options for commuted sums. | | | | Q1 2027-28 | Not yet started |
| | | Arrange a strategic discussion with HCC to explore affordable housing and development opportunities on HCC-owned land, linked to future LGR. | | | | Q1 2027-28 | Not yet started |
| 31 | Affordable Housing Grant | To maximise the amount of Affordable Housing Grant awarded to Registered Housing Providers for the development of new affordable homes in Watford through the 2026-2031 Affordable Homes Programme. | Local Authority working group to include Housing & Wellbeing, Planning & Development, and Regeneration | Registered housing provider partners. | Housing Enabling and Development Manager | Q4 2026-27 | 2 |

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| 32 | Brownfield sites | To commission a review of council-owned and suitable brownfield sites that could be brought forward for Social Rent housing development, including through partnership with Registered Housing Providers. | Local Authority working group to include Housing & Wellbeing, Planning & Development, and Regeneration | Watford Surplus Sites Project Board, registered housing provider partners. | Senior Regeneration Manager & Housing Enabling and Development Manager | Q4 2026-27 | 2 |
| 33 | Homes England funding | Re-engage with RPs and strategic partners, including Homes England, to identify the best way to market affordable housing opportunities across Watford, covering all sites and not just council-owned land. | Local Authority working group to include Housing & Wellbeing, Planning & Development, and Regeneration | Home England MGCLG | Senior Regeneration Manager & Housing Enabling and Development Manager | Q4 2026-27 | 2 |
| | | Review the pros, cons, requirements and process for WBC potentially becoming a Registered Provider (RP). | | | | Q4 2026-27 | 2 |
| 34 | TA accommodation for those with multiple disadvantage - Brindle Court | Review and extend contract for the provision of 40 beds of complex needs TA, ensuring performance management and KPI's are up to date. | Procurement Legal services | YMCA Chiltern Group | Temporary Accommodation Manager Singles Options Manager | Q1 2026-27 | Completed |
| | | Review performance to minimise voids. | | | | Q3 2026-27 | 2 |
| | | Ensure there is a balance of support with a culture of encouraging move on to ensure flow continues to reduce singles in nightly lets or B&B. | | | | Q3 2026-27 | 2 |
| | | Consider utilising supported housing partners to increase move on. | | | | Q3 2026-27 | 2 |
| 35 | To devise methods to increase the supply of existing affordable housing which is family-sized. | Meeting with Chime to discuss possible under-occupation scheme | Planning and Development Property Finance Communications | Registered housing provider partners. | Housing Enabling and Development Manager Housing Policy, Projects and Strategy Manager | Q4 2026-27 | 2 |
| 36 | Income assurance: Reconcile placement to ensure higher recovery and a reliable net-cost position. | Ensure housing benefits claims are up to date. | Housing Benefit Planning and Development Property Finance Communications | Registered housing provider partners. | TA Manager | Q4 2026-27 | 2 |
| | | Review rent accounts to identify arrears. | | | | Q4 2026-27 | 2 |
| | | Ensure invoices are are to date. | | | | Q4 2026-27 | 2 |
| | | Review resident's contributions. | | | | Q4 2026-27 | 2 |
| 37 | Floating Support Services | To carry out a review of Floating Support Services for families to ensure the capability of the wider floating support network to prevent their homelessness from temporary accommodation, private or social rented homes. | Planning and Development Property Finance Communications | Providers of floating support services. | Housing Options Manager (Families) and Housing Services Operations Lead. | Q4 2026-27 | 2 |
| 38 | Temporary Accommodation Placement Policy | Produce a new Temporary Accommodation Placement Policy, including suitability of accommodation, criteria for prioritising placements. | Planning and Development Property Finance Communications | Chime Housing | Housing Policy, Projects and Strategy Manager | Q4 2026-27 | 2 |
| **Metric 3: Households with Children in Bed and Breakfast over six weeks** | | **Baseline (September 2025): 6** | **Annual Checkpoint 1 (September 2026):** | **Annual Checkpoint 2 (September 2027):** | | **Final Checkpoint (September 2028):** | |
| **Metric 3 - Target: 5** | | **Watford target narrative: Watford Borough Council has aligned our Corporate KPI's with the Local Outcome Framework metrics and targets. The Councils targets will be reviewed at the end of the financial year. We agree that the target metric 3 should be 0 and this will be adjusted from 5 to 0 next year, once the Corporate KPI's are reviewed.** | | | | | |
| 39 | To implement the provisions of the Children's Wellbeing and Schools Act 2026 under which local authorities have a duty to notify educational and health authorities when a child is placed in temporary accommodation. | Review requirements of the Children's Wellbeing and Schools Act. | Planning and Development Property Finance | Educational authorities, health authorities, Children's Services | Housing Options Manager - families TA Manager | Q4 2026-27 | 2 |
| | | Train staff in requirements and ensure clear systems and accountability is in place. | | | | Q4 2026-27 | 2 |

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| | | Complete a review to ensure compliance. | Finance<br>Communications | | [illegible] | Q4 2026-27 | 2 |
| 40 | Flow of families into the most appropriate accommodation. | Ensure systems are in place to prioritise the timely movement of families to the most appropriate accommodation for their needs. | Planning and Development<br>Property<br>Finance<br>Communications | TA providers<br>Chime Housing | Housing Options Manager - families<br>TA Manager | Q4 2026-27 | 2 |
| | | Review TA lists daily to ensure B&B stays are as short as possible. | | | | Q4 2026-27 | 2 |
| | | Continue to build relationships with providers to ensure as much affordable move on stock is available. | | | | Q4 2026-27 | 2 |
| | | Ensure families are placed in the most appropriate accommodation for their support needs and vulnerability. | | | | Q4 2026-27 | 2 |
| 41 | Safeguarding of families | Ensure support and safeguarding is at the heart of every decision when housing families in Temporary Accommodation. | Planning and Development<br>Property<br>Finance<br>Communications | HCC | Housing Options Manager - families<br>TA Manager | Q4 2026-27 | 2 |
| **Metric 4: People sleeping rough on a single night** | | **Baseline (Autumn 2025 count): 12** | **Annual Checkpoint 1 (Autumn 2026 Count):** | **Annual Checkpoint 2 (Autumn 2027 Count):** | | **Final Checkpoint (Autumn 2028 Count):** | |
| **Metric 4 - Target: 5** | | **Watford target narrative: Watford Borough Council has aligned our Corporate KPI's with the Local Outcome Framework metrics and targets. The Councils targets will be reviewed at the end of the financial year. However 5 seems a realistic target, especially given the additional funding and given the winter shelter provision we have procured allowing extra access to emergency beds in winter. It is less likely that we will be able to maintain 5 across the year due to increase rough sleeping in the summer months, driven by the large number of single people in supported accommodation. We would expect single night figure to fluctuate between 2 and 12 across the year.** | | | | | |
| **Metric 5: People sleeping rough over the month who are rough sleeping long-term** | | **Baseline (Autumn 2025 count): 4** | **Annual Checkpoint 1 (November 2026):** | **Annual Checkpoint 2 (November 2027):** | | **Final Checkpoint (November 2028):** | |
| **Metric 5 - Target 4** | | **Watford target narrative: Watford Borough Council has aligned our Corporate KPI's with the Local Outcome Framework metrics and targets. The Councils targets will be reviewed at the end of the financial year. It is likely that this target will be adjust to 3, which is challenging due to the likelihood that NRPF or out of area long term rough sleepers will move to Watford from other areas. This likelihood will increase as we reduce the numbers of more local rough sleepers enabling more space in the town for new individuals.** | | | | | |
| 42 | Establishment of a Single Homeless Pathway across all supported housing providers and other agencies to support those rough sleeping. | Integrate all supported housing in VCFSE sector into Watford's homelessness offer. | Community Safety<br>Environmental Health<br>Finance<br>Communication | YMCA Chiltern Group<br>New Hope<br>Grow<br>Emerging Futures<br>Probation<br>Watford general Hospital<br>Chime<br>Hertfordshire Constabulary<br>Hertfordshire County Council | Single Homeless Pathway Coordinator | Q1 2026-27 | Completed |
| | | Create pathways to minimise duplication of services. | | | | Q1 2026-27 | Completed |
| | | Establish sharing agreements across partners. | | | | Q1 2026-27 | Completed |
| | | Commission services where required to further develop the pathway and ensure resilience of providers. | | | | Q1 2026-27 | Completed |
| | | Reduce evictions and rough sleeping though the use of operational forums to support those most at risk. | | | | Q1 2026-27 | Completed |
| | | Incorporate substance misuse, mental health, healthcare into the pathway. | | | | Q1 2026-27 | Completed |
| | | Support probation and Watford General Hospital to ensure the DRT process utilising VCFSE partners. | | | | Q1 2026-27 | Completed |
| | | Reduce ASB through balancing support and enforcement to improve community integration. | | | | Q1 2026-27 | Completed |
| | Support in the development of integrated day services and emergency accommodation with partners. | Review partnership with New Hope as providers of Watford day centre and emergency accommodation. | | | | Q2 2026-27 | Completed |
| | | Assess value and opportunities of selling land outside The Sanctuary night shelter to aid in development of new integrated services. | | | | Q2 2026-27 | Completed |

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| 43 | | Assess value and opportunities of selling 122 Exhange Road site (next to The Sanctuary night shelter) to allow a larger development to be built. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Housing Enabling and Development Manager and Surplus Sites Project Board | Q2 2026-27 | 2 |
| | | Support New Hope in gaining Registered Provider status to draw down Homes England funding. | | | | Q4 2026-27 | 2 |
| | | Support New Hope's project group in the design and build phase of the project. | | | | Q1 2027-28 | 2 |
| | | Ensure service dovetail with WBC's statutory homelessness requirements and rough sleeping strategy. | | | | Q1 2028-29 | Not yet started |
| 44 | Housing First | Review of Housing First to ensure continuous improvement of the scheme. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Chime<br>YMCA Chiltern Group<br>Hertfordshire County Council<br>Housing First providers<br>Hertfordshire Constabulary<br>New Hope | Housing Options Manager (Singles) and Single Homeless Pathway Co-ordinator | Q4 2027-28 | 2 |
| 45 | 1. Enable single homeless people to be placed in safe, secure, welcoming physical environments throughout the pathway, and have fast and effective assessments which are co-produced with clients and will enable them to access the best and most appropriate support that meets their needs. | 1.1. Assess and understand the process to implement and operate a person centred approach in practice, across the SHP. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | | Not yet started |
| | | 1.2. Review the outcome of the review in 1.1. with partners to create SMART objectives to install a person centred approach. | | | | | Not yet started |
| | | 1.3. Review annually the impact and effectiveness of the objectives 1.2, across the pathway, making recommendations for improvement. | | | | | Not yet started |
| | | 1.4. Review services and assess / score them on them being Psychologically Informed Environments (PIE) - 'services that are designed and delivered in a way that takes into account the emotional and psychological needs of the individuals using them and working in them'. | | | | | Not yet started |
| | | 1.4.1. Review the outcome of the review in 1.4. with partners to create SMART objectives to install Psychologically Informed Environments. | | | | | Not yet started |
| | | 1.5. Review services and assess / score them on them providing Trauma Informed Care (TIC) - 'an approach to health and care interventions which is grounded in the understanding that trauma exposure can impact an individual's neurological, biological, psychological and social development'. | | | | | Not yet started |
| | | 1.5.1. Review the outcome of the review in 1.4. with partners to create SMART objectives to install Psychologically Informed Environments. | | | | | Not yet started |
| | | 1.6. All service are completing risk & needs assessments in a timely manners as service users enter the pathway. | | | | | Not yet started |
| | | 1.7. All services to be completing support plans and review / updating support plans on a regular basis. | | | | | Not yet started |
| | | 1.8. Review of risk & needs assessments and support plans conducted to ensure the are consistent and of a high quality. | | | | | Not yet started |
| | | 1.9. Implement a Serious Incident Procedure across the SHP to prevent the likelihood of similar incidents happening again. | | | | | Completed |
| | | 1.10. Assess the current state of illegal drug use across the SHP, in conjunction with CGL, to understand service user's risk and needs. | | | | | Completed |
| | | 1.11. Using the data from 1.10. review current services and investigate the potential benefit of creating a safe space for drug use, with the benefit of clinical supervision. | | | | | Not yet started |
| | | 1.12. Review and improve safeguarding standards across the SHP. This should include review of the serious incident procedure 1.9. as well as continuous learning from other sources, especially Hertfordshire County Council. | | | | | Completed |
| | | 1.13. Complete Women Rough Sleepers audit | | | | | Completed |

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| | | 1.24 Training - Naloxone and Reflective practice | | | | | Completed |
| 46 | 2. Develop, improve and embed a seamless Single Homelessness Pathway journey. | 2.1. Begin to identify the tasks and policy changes needed to embed and mainstream Watford's Single Homeless Pathway. Embed Watford Borough Council's HRA duties within the SHP. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2025-26 | Completed |
| | | 2.2. Working with Hertfordshire County Council to embed Making Every Adult Matter (MEAM). | | | | Q4 2025-26 | Completed |
| | | 2.3. Single website page for all SHP services including service descriptions and referral links. | | | | Q4 2025-26 | Completed |
| | | 2.4. Create clear and concise eligibility criteria for all accommodations services. | | | | Q4 2025-26 | Completed |
| | | 2.5. Update and distribute the Working with Rough Sleeper Guide 2019 | | | | Q4 2025-26 | Completed |
| | | 2.6. Review support directory (see 2.3.) to ensure content is up to date. Complete annually. | | | | Q4 2025-26 | Completed |
| | | 2.7. Reduce the number and impact of evictions by implementing a fair and transparent process and procedure on Housing First tenants. In the case of evictions to ensure tenants are re-housed in supported accommodation and do not reach the street. | | | | Q4 2025-26 | Completed |
| 47 | 3. Develop monitoring systems and robust data. | 3.1. Maintain updated rough sleeper module on Home Connections. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2025-26 | Completed |
| | | 3.2. Accurate data submissions and data reviews for Housing Related Support funded beds, by Hertfordshire County Council. Data shared and peer reviewed across the partners for transparency and continuous learning. | | | | Q4 2025-26 | Completed |
| | | 3.3. 'Live' client data to be tracked across SHP, to include essential data such as DOB, location, date moved in, arrears, location prior to moving in and local connect . | | | | Q4 2025-26 | Completed |
| | | 3.4. As described in the Supported Housing (Regulatory Oversight) Act 2023 review supported housing in Watford and develop strategies to ensure providers are appropriate. | | | | Q4 2026-27 | 2 |
| | | 3.5. In conjunction with 3.4. create local licensing schemes for exempt accommodation. | | | | Q4 2027-28 | Not yet started |
| 48 | 4. Improve engagement and consultation with clients on service delivery. | 4.1. Initiate multi agency working group to assess how best to consult clients on SHP service delivery. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2027-28 | Not yet started |
| | | 4.2. Assess demographics of those requiring assistance through either WBC or partners. | | | | Q4 2027-28 | Not yet started |
| 49 | 5. Embed a multi-agency collaborative partnership approach. | 5.1. Ensure partnerships working is communicated through a series of communication channels. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2027-28 | Completed |
| | | 5.2. (RSP) Work with Herts County Council on improving access to ACS and mental health services through their introduction of the MEAM approach. | | | | Q4 2027-28 | 2 |
| | | 5.3. (RSP) Review and document cases of prison and hospital discharge releases to homelessness - Quarterly meetings with local hospital discharge team to resolve homelessness caused by discharge policies. | | | | Q4 2027-28 | 2 |
| | | 5.4. (RSP) Quarterly meetings with local hospital discharge team to resolve homelessness caused by discharge policies. | | | | Q4 2027-28 | 2 |
| | | 5.5. (RSP) Quarterly meetings with probation and prison release teams to resolve homelessness caused by discharge policies. | | | | Q4 2027-28 | 2 |
| | | 5.6. Mitigate the impact of ASB and crime in partnership with Safer Neighbourhoods Team the police and key partners. | | | | Q4 2027-28 | 2 |
| | | 5.7 Ensure individuals within the pathway with high support needs are referred to both Mind and CGL for their mental health and substance misuse support needs. (MDT support). | | | | Q4 2027-28 | 2 |
| | | 5.8 Review individuals referred for MDT support (5.7) at regular (at least monthly MDT review meetings. | | | | Q4 2027-28 | 2 |
| | 6. Provide a single client assessment (homelessness, support needs and risk) process for all providers. | 6.1. Agree definitions of complex needs, low, medium, high across services and ensure this corresponds with eligibility criteria. | Community Safety<br>Environmental Health | Single Homeless Pathway | Single Homeless | Q4 2026-27 | Not yet started |

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| 50 | | 6.2. Review the current single client assessment and merge if viable. WBC to aggregate process, teach and share. | Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2026-27 | Not yet started |
| 51 | 7. Enable WBC to maintain/ enhance the level of funding to support Watford's single homeless client cohort. | 7.1. (RSP) Co-produce Watford HRS prospectus with HCC. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2025-26 | Completed |
| | | 7.2. (RSP) Work with partners on responding to the HRS tendering process. | | | | Q4 2025-26 | Completed |
| | | 7.3. Set up mechanisms for monitoring delivery of the services. Expand KPI spreadsheets to monitor outcomes across all service irrespective of funding streams. | | | | Q4 2025-26 | Completed |
| | | 7.4. Draw up a contract with New Hope for the Outreach+ service | | | | Q4 2025-26 | Completed |
| | | 7.5. Update Housing First operating guide, MOU and contract with Watford Community Housing. | | | | Q4 2025-26 | Completed |
| | | 7.6. Ensure there is on-going promotion of Watford's SHP to ensure relationships with national Government, DHLUC and other relevant officials are strong. | | | | Q4 2025-26 | Completed |
| 52 | 8. Ensure availability of new places/units are tracked and incorporated into the pathway. | 8.1. Ensure bed spaces are sufficient for current capacity requirements. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2025-26 | Completed |
| | | 8.2. Complete SWOT analysis to assess the SHP across all partners. | | | | Q4 2025-26 | Completed |
| | | 8.3. Review whether units of accommodation reflective of the needs of the Service Users across the pathway and assess if we have an understanding the future accommodation stock needs based on our predictions of the future. | | | | Q4 2025-26 | Completed |
| | | 8.4. Work with New Hope on the re-development of The Sanctuary night shelter and The Haven day centre to create 'The Hub'. | | | | Q4 2025-26 | Completed |
| | | 8.5. Integrate Emerging Futures 11 bed Detox and Abstinence service into the SHP. | | | | Q4 2025-26 | Completed |
| 53 | 9. Create a system/process which ensures throughput through the SHP to prevent it becoming blocked at any point. | 9.1. Review live data 3.3 to identify individuals and trends impacting move on through and from the SHP. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2025-26 | Completed |
| | | 9.2. Review the outcome of the review in 9.1, with partners to create SMART objectives to mitigate blockage identified. | | | | Q4 2025-26 | Completed |
| | | 9.3. TA move on from One YMCA being blocked by support needs levels preventing move-on. Meeting with One YMCA support worker and management to discuss a strategy. Possible use of New Hope's Tenancy Sustainment Team to help transition support. | | | | Q4 2025-26 | Completed |
| | | 9.4. Review and assess impact of temporary accommodation integrating with accommodation provided by the SHP. Lack of move on from may contribute to lack of throughput. | | | | Q4 2025-26 | Completed |
| | | 9.5. Complete allocation of housing first properties to successful applicants. | | | | Q4 2025-26 | Completed |
| | | 9.6. Meet with WCH to discuss Homes England and the reallocation of Foxland Close from Housing First to alternative accommodation. | | | | Q4 2025-26 | Completed |
| | | 9.7. Support the drafting, consultation, ratification and implementation of a revised Nominations Policy which includes SHP move-on to ensure the policy improves move on. | | | | Q4 2025-26 | Completed |
| | | 9.8. Assess the levels of arrears in services to have an understanding of the impact they will be having on move-on. | | | | Q4 2025-26 | Completed |
| | | 9.9. Implement a strategy with each provider to ensure the impact of arrears (9.8.) are mitigated so that move on is impacted as little as possible. | | | | Q4 2025-26 | Completed |
| | | 9.10. Review access and referral process to over 50's accommodation at WCH to improve flow and reduce blockages. | | | | Q4 2025-26 | Completed |
| 54 | 10. Put in place a process to ensure the supply of private rented sector homes (PRS). | 10.1. (RSP) Recruit a Private Rented Access Officer to improve access to PRS to enable throughput in the SHP to enable new entrants from the street/failed tenancies. | Community Safety<br>Environmental Health | Single Homeless Pathway | Single Homeless | Q4 2025-26 | Completed |

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| 54 | | 10.2. Communicate role of Private Rented Access Officer to partners to better utilise this resources and limit unnecessary referrals. Also communicate the Homelet scheme. | Finance<br>Communication | Partners | Pathway Coordinator | Q4 2025-26 | Completed |
| 55 | 11. Develop pathway for dealing with non-engaging rough sleepers. | 11.1. Review the impact of Watford's winter night shelter provision and SWEP to ensure rough sleeper that usually do not engage have offers prepared for the following winter. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2025-26 | Completed |
| | | 11.2. Research and assess a range of alternative offers using for this cohort. | | | | Q4 2025-26 | Completed |
| | | 11.3. Assess the potential impact of referrals of non engaging rough sleepers to the SHP psychotherapy service. | | | | Q4 2025-26 | Completed |
| 56 | 12. Ensure the capability of floating support to single people that require it, to prevent their homelessness from private or social rented homes (upstream prevention) and prevent people coming into the pathway or re-entering it. | 12.1. (RSP) Improve upstream homelessness prevention through Tenancy Sustainment Team, work with Job Centre Plus (e.g., identifying those sanctioned), work with Watford Citizens Advice (identify those threatened with homelessness), etc. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2026-27 | 2 |
| | | 12.2. Review the eligibility criteria, referral pathway and caseload capacity of New Hope's TST to discuss the prioritisation of those about to become homeless and enter the SHP. | | | | Q4 2026-27 | 2 |
| | | 12.3. Better integrate HRA 'prevention' into New Hope's TST to better support WBC's advisors. | | | | Q4 2026-27 | 2 |
| | | 12.4. Assess viability of providing pre tenancy support across services to prepare clients for moving into their accommodation. | | | | Q4 2026-27 | 2 |
| 57 | 13. Explore a single IT system for monitoring of SHP data and pursue as necessary. | 13.1. A single IT system was explored in Summer 2021 and was discounted at the time due to the cost involved and lack of budget to procure, develop and deliver. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2025-26 | Completed |
| | | 13.2. Assess a range of 'workarounds' to best mitigate the impact of the lack of IT system integration, such as the use of updated spreadsheets overseen by WBC (3.3) | | | | Q4 2025-26 | Completed |
| 58 | 14. Enable the introduction of a positive, comprehensive reconnection policy. | 14.1. Contact partners and review what policies or strategies they have around reconnections. Set up working group to report back. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2026-27 | 2 |
| | | 14.2. Review partners reconnection policies and strategies to identify common them, areas of success and challenges. | | | | Q4 2026-27 | 2 |
| | | 14.4. In co-operation with partners develop a common reconnection strategy, formally agreeing the definition of reconnection, how to monitor reconnections and identifying gaps in service. | | | | Q4 2026-27 | 2 |
| | | 14.5. Review reconnections gaps and develop a plan to fill them. | | | | Q4 2026-27 | 2 |
| | | 14.6. Review historical data and set a range of targets better understand where individuals were reconnected to in the SHP. | | | | Q4 2026-27 | 2 |
| 59 | 15. Enable the introduction of a client involvement strategy. | 15.1. Review client involvement within WBC's housing team. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2026-27 | Not yet started |
| | | 15.2. Review client involvement / engagement (including feedback) across accommodation providers of the SHP. | | | | Q4 2026-27 | Not yet started |
| | | 15.3. Review client involvement across key support agencies other than housing providers of the SHP. | | | | Q4 2026-27 | Not yet started |
| | | 15.4. Create an action plan to improve client involvement across the SHP, using best practice from internal and external sources. | | | | Q4 2026-27 | Not yet started |
| 60 | 16. Enable the Housing Team to maintain near-zero rough-sleepers in Watford. | 16.1. Keep track of rough sleeping numbers in liaison with the Outreach Plus team and update SMT's weekly performance spreadsheet. | Community Safety<br>Environmental Health<br>Finance<br>Communication | Single Homeless Pathway Partners | Single Homeless Pathway Coordinator | Q4 2025-26 | Completed |
| | | 16.2. Ensure appropriate severe weather provision is in place for those rough sleeping with the provision of a winter night shelter or SWEP. | | | | Q4 2025-26 | Completed |
| | | 16.3. (RSP) Work with partners to improve assistance for those with restricted eligibility, e.g., in The Haven Day Centre, Migrant Help and Watford and Three Rivers Refugee Partnership. Restricted Eligibility Taskforce meeting quarterly. | | | | Q4 2025-26 | Completed |
| | | 16.4. (RSP) To run a restricted eligibility client survey to get a better understanding of their support and other needs. | | | | Q4 2025-26 | Completed |

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| | | 16.5. (RSP) Arrange specialist training for the all service that have contact with NRPF including Outreach Plus team on resolving restricted eligibility issues. | | | | Q4 2025-26 | Completed |
| | | 16.6. Review Continuity Policies for all providers to ensure there is a viable plan to prevent residents having to rough sleep if a service were to close due to unforeseen circumstances. | | | | Q4 2025-26 | Completed |
| **General activities to support the Homelessness Action Plan** | | | | | | | |
| 61.0 | Financial systems | Use one Finance-owned baseline for budget, forecast, savings and cost avoidance. | Finance<br>Housing Benefit | NA | Housing Service Operational Lead<br>Housing Service Strategic Lead | Q1 2027-28 | 2 |
| | | Show gross placement costs, Housing Benefit and rent income, subsidy loss and net cost separately. | | | | Q1 2027-28 | 2 |
| | | Do not recognise savings until the intervention, start date, baseline and evidence of delivery are agreed. | | | | Q1 2027-28 | 2 |
| | | Maintain mitigated, downside and stress scenarios and refresh them monthly. | | | | Q1 2027-28 | 2 |
| | | Separate cashable savings, cost avoidance and service benefits. | | | | Q1 2027-28 | 2 |
| | | Subject all invest-to-save and property proposals to whole-life appraisal, including capital financing, management, repairs, voids, compliance and exit risk. | | | | Q1 2027-28 | 2 |
| 62 | Staff Development | Design and complete competency framework for all staff | HR | NA | Housing Service Operational Lead<br>Housing Service Strategic Lead | Q1 2027-28 | 2 |
| | | Complete PDRs | | | | Q1 2027-28 | Completed |
| | | Astablish long term training schedule - 6 / 12 /18 months | | | | Q1 2027-28 | 2 |
| | | Monthly team meetings | | | | Q1 2027-28 | Completed |
| 63 | Partnerships | List of organisations, roles, how we work with them, their responsibilities, which meeting they attend. | HR | NA | Housing Service Operational Lead<br>Housing Service Strategic Lead | Q1 2027-28 | 2 |
| | | Strategic Homelessness Forum with all strategic and operational partners to ensure oversight of LOF action plans and a continuous focus. | | | | Q1 2027-2 | 2 |
| 64 | Governance | Operational control meeting - Weekly - Review inflow, exits, families in B&B, high-cost placements, long stays, move-on barriers and HB exceptions. | CMB<br>Portfolio Holders | All partners | Housing Service Operational Lead<br>Housing Service Strategic Lead | Q1 2027-28 | 2 |
| | | TA and Housing Performance Programme Board - Monthly - Own forecast, delivery, risk, benefits, cross-council decisions and escalation. | | | | Q1 2027-28 | 2 |
| | | H&WB Management Team - Fortnightly - Review service performance, workforce, case-audit learning and implementation barriers. | | | | Q1 2027-28 | 2 |
| | | CMB / senior assurance - Quarterly or by exception - Confirm financial trajectory, investment decisions and unresolved corporate risks. | | | | Q1 2027-28 | 2 |
| | | Strategic Homelessness Forum with all strategic and operational partners to ensure oversight of LOF action plans and a continuous focus. | | | | Q1 2027-28 | 2 |
| | | | | | | | |