

Notice of Meeting

Cabinet

- Date:** Wednesday 13 March 2019
- Time:** 17:30 or at the conclusion of the Council meeting commencing at 4pm on that day, whichever is the later.
- Venue:** The Annexe, Crosfield Hall, Broadwater Road, Romsey, Hampshire, SO51 8GL

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Legal and Democratic Service

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This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of this meeting may be held in private because the agenda and reports for the meeting may contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

PUBLIC PARTICIPATION SCHEME

If members of the public wish to address the meeting they should notify the Legal and Democratic Service at the Council's Beech Hurst office by noon on the working day before the meeting.

Membership of Cabinet

MEMBER

WARD

Councillor P North (Chairman)

Andover (Alamein);

Councillor N Adams-King (Vice-Chairman)

Blackwater;

Councillor P Bundy

Chilworth, Nursling & Rownhams;

Councillor D Drew

Harewood;

Councillor M Flood

Anna;

Councillor P Giddings

Bourne Valley;

Councillor G Stallard

Anna;

Councillor A Ward

King's Somborne & Michelmersh;

Cabinet

Wednesday 13 March 2019

AGENDA

**The order of these items may change as a result of members
of the public wishing to speak**

- 1 Apologies**
- 2 Public Participation**
- 3 Declarations of Interest**
- 4 Urgent Items**
- 5 Minutes of the meeting held on 13 February 2019**
- 6 Recommendations of the Overview and Scrutiny
Committee: None**
- 7 Homelessness Reduction Act 2017 & Future of the
Developmental Pilot 4 - 41**

Housing and Environmental Health
To provide an update on the Homelessness Reduction Act
2017 and the proposed operating model to ensure
compliance with the new legislation from April 2019.
- 8 Corporate Plan 2019-2023 42 - 66**

Leader
To consider the draft proposed Corporate Plan for 2019-
2023.

ITEM 7 Homelessness Reduction Act 2017 & Future of the Developmental Pilot

Report of the Housing and Environmental Health Portfolio Holder

Recommended:

- 1. That Cabinet note Homelessness Reduction Act 2017 (HRA) compliance has been achieved and that initial evaluation of operations under the new statutory framework has been completed.**
- 2. That Cabinet note the 12-month developmental pilot approved by Cabinet in March 2018 has been implemented and embedded, demonstrating significant successes at a time of increasing demand.**
- 3. That Cabinet note experimental KPI targets will be amended for 2019/20 to reflect operational baseline experience during 2018/19.**
- 4. That Cabinet approves the Council's draft Rough Sleeping Action Plan contained at Annex 1.**
- 5. That the recommended Option 2 be approved.**
- 6. That any items shown in Annex 2 to the report, which are unspent by 31 March 2020, be approved for carry forward into the 2020/21 revenue budget.**

SUMMARY:

- The Council has been operating in lawful compliance with the Homelessness Reduction Act 2017 since its commencement in April 2018.
- Compliance with the Act has been subject to an internal audit review, which confirmed in January 2019 that the Council's Housing Service is operating in compliance with the new homelessness duties.
- Prior to the new Act becoming enforceable in law, Cabinet approved a developmental pilot (in March 2018). Since April 2018, the new ways of working incorporated in the pilot approach have been embedded.
- The pilot has been subject to evaluation. The evaluation demonstrated a range of successes attributable to new ways of working, and that effective use has been made of the additional investment approved by Cabinet in March 2018. The results of this evaluation were shared with OSCOM in January 2019.

- In light of increased demand in the local area, including from single homeless people, the Housing Service has produced an initial “Rough Sleeping Action Plan”. This action plan is included at Annex 1 to this report, and sets out a specific framework of activities that will be delivered to support a proactive response to rough sleeping in the borough. It is anticipated that this initial action plan will represent an interim position, feeding into a future Preventing Homelessness & Rough Sleeping Strategy for Test Valley from 2020.
- The Ministry for Housing, Communities and Local Government (MHCLG) provides funding to support the Council to meet its homelessness duties. This report sets out how ring fenced funding could continue to be targeted, to support the Council to respond proactively to identifiable pressures while minimising homelessness and rough sleeping.
- The report recommends the Council continues to invest in new ways of working. The measures implemented as part of the pilot have proved to be effective and transformational, and have contributed to the Council’s ability to deliver HRA compliant services whilst managing demand and preventing and relieving homelessness.

1 Introduction

- 1.1 On 14 March 2018, Cabinet approved a new Preventing Homelessness Strategy Action Plan along with an associated 12-month ‘developmental pilot’ in Housing Services.
- 1.2 These considerations were timed to coincide with implementation of the Homelessness Reduction Act 2017. The majority of provisions in this new Act came into force in April 2018, with the new “Duty to Refer” provision (affecting specified public bodies) coming into force later in the year, on 1 October 2018.
- 1.3 Since April the Housing Service has transformed the way it works with people to prevent and tackle homelessness, and as part of this process, has embedded the developmental approach into day to day operations.
- 1.4 An audit and an evaluation have demonstrated lawful compliance with the new statutory framework and a range of successes. Both these reviews evidence the effectiveness of new ways of working.
- 1.5 To build on this transformation, and having due regard to the government’s Rough Sleeping Strategy, the Housing Service has produced a draft Rough Sleeping Action Plan (Annex 1). This acknowledges increases in single homelessness locally and seeks to further enhance the local response to homelessness, building on the work of the pilot.
- 1.6 Government funding to support our work to prevent and tackle homelessness includes funding to help the Council to meet identifiable “new burdens”.

- 1.7 This report sets out options for the future delivery of the Housing Service. This includes proposing that the Council continues to invest in the pilot ways of working, albeit acknowledging that the developmental aspects of transition have now taken place.

2 Operational Context

- 2.1 Since April 2018, the number of households presenting as homeless or threatened with homelessness has increased by approximately 17% compared with the same time last year. The number of people presenting at the front desk with *any* housing related problems (including those relating to the Housing Register and Hampshire Home Choice) at Beech Hurst and the Romsey FMC, demonstrates a 44% increase overall compared with the number of approaches we experienced in the preceding 8 months before the introduction of the Homelessness Reduction Act.
- 2.2 The new demands notably include an increase in the number of single people presenting for assistance who have highly complex needs, including addiction and mental health related challenges.
- 2.3 In November 2018, the Council reported its official rough sleeper estimate to the MHCLG. 9 individuals were identified to be sleeping rough. This represented a significant increase on the 2017 estimate when a total of 2 rough sleepers were reported. This increase occurred despite the Council seeking to support anyone with emergency accommodation, regardless of priority need, where they may otherwise sleep rough.
- 2.4 The level of “new” demand has impacted on delivery; however, a new operating model has been embedded successfully. It is likely that without the new approach and increased investment in the service, the Council may have seen an even bigger increase in rough sleeping locally and also, potential increases in statutory homelessness and temporary accommodation.
- 2.5 The Council committed £41,250 from ring-fenced government Flexible Homelessness Support Grant Funding in 2017/18 to bolster the housing team staffing complement by 2 FTEs, and a further £59,860 in 2018/19. This additional resource has been invaluable to facilitate meeting all relevant obligations under the new Act, which significantly increased the administrative burden on the Council.

3 Operational Compliance with the HRA 2017

- 3.1 To date, and despite a significant increase in the number of ‘challengeable’ decisions that now exist in the new statutory framework, no legal challenges have been received from customers or their advocates. We have not received any formal requests to review our homelessness decision-making under section 202 of the Housing Act 1996 (as amended) since the HRA2017 came into effect, and we have received very few complaints from customers.
- 3.2 The service is geared towards preventing and relieving homelessness, delivering sustainable solutions for people, reducing repeat homeless presentations, reducing statutory homelessness acceptances, temporary accommodation and bed and breakfast use, and tackling rough sleeping.

- 3.3 In addition to operating in compliance with the new statutory framework, we have also delivered asset-based (or strengths-based) assessments for our customers and actively worked to engage our stakeholders to build on this approach. This includes actively encouraging the wider system to contribute to new ways of working and to develop a shared sense of responsibility for tackling homelessness.

4 Baseline Delivery Methods included in the Pilot:

- 4.1 Underpinning the pilot, a set of baseline delivery methods have been used to support the Council to develop its approach to preventing and tackling homelessness and ensure compliance with the new Act.
- 4.2 These baseline initiatives should be considered integral aspects within each of the options set out later in the report. The baseline delivery methods include:
- i. Using data and local intelligence to profile local cohorts most likely to become homeless.
 - ii. Developing a new model of service delivery based on the principles of 'engagement' and 'support'.
 - iii. Moving towards an "asset based" approach to helping people, focusing on customer aspirations, capabilities, interests and strengths, and seeking to influence them accordingly.
 - iv. Providing all customers with "personalised housing plans".
 - v. Meeting emerging training needs of key front line staff and managers.
 - vi. Engaging and influencing the wider system of public services to play a more active role in identifying and supporting people at risk of homelessness.
 - vii. Adopting a "universal" service that aims to help as many people as possible, in the interests of preventing rough sleeping.
 - viii. Introducing change interventions that go beyond housing, with support from partners.
 - ix. Developing appropriate systems and data sets to measure and evaluate success, including future key performance indicator target setting based on learning throughout the process. 2019/20 targets will be set using the operational experience of 2018/19 and using national data to 'sense check' them.
 - x. Developing place based solutions, engaging participants from a diverse range of sectors in collaborative working.
 - xi. Engaging service users and stakeholders.

5 Additional Investment

- 5.1 Alongside the baseline delivery methods above, Cabinet approved additional investment of £57K in March 2018.
- 5.2 This investment involved targeting ring-fenced government funding for homelessness to support the service in the following ways:
- £9K to support developing the ICT system to ensure case and statistical recording supported legal compliance. This £9K represented a one off grant from MHCLG for this purpose.

- £15K to support a Flexible Homelessness Prevention Fund to enable officers to target payments to prevent homelessness.
- £13K to support a Multi-Agency Task & Targeting (MATT) Fund to be used flexibly at the Housing Manager's discretion, on an "invest to save" basis, to complement approaches that exist in the Supporting Families Programme and to encourage referrals from other agencies in the interests of preventing homelessness.
- £5K to support a Single Homelessness Fund to support the Housing Service to meet the Council's commitment to making offers of emergency accommodation to local people who would otherwise sleep rough.

5.3 Additionally, Cabinet approved the use of £15K from the Council's "Special Projects Reserve" to support the following:

- £10K to support a Prototyping Fund that would develop new initiatives in partnership to prevent and relieve homelessness.
- £5K to meet a range of emerging training needs arising from the new legislation and to support the transition to new ways of working.

6 Impact of the Homelessness Reduction Act & Developmental Pilot

6.1 Homelessness data sets collected pre and post HRA are not the same. However, if we consider homelessness prevention and statutory homelessness activities in the round, the following conclusions are reasonable despite the differences between the 2 legal frameworks:

- The administrative burden on staff has increased significantly, including both the requirements of the new Act and the level of increasing demands on the front line of the service.
- The number of households presenting as homeless or threatened with homelessness has increased by approximately 17% since April 2018.
- Targeted prevention activity has resulted in 180 households being secured accommodation or enabled to remain in their current accommodation, who would otherwise have been homeless.
- Targeted homelessness relief activities resulted in 86 households securing alternative accommodation who were homeless.
- Statutory homelessness acceptances (those owed the main housing duty) have decreased by 88%.
- Numbers in temporary accommodation have reduced by 33% since April 2018.
- 50 households have been placed into B&B this year, compared with 31 in 2017/18.
- The Council's official 2018 autumn rough sleeping estimate increased to 9 from the 2 reported in the 2017 estimate.

6.2 At the start of the financial year 2018/19 experimental KPIs and associated targets were set without baseline data to inform them. This was because the statutory framework from April 2018 was entirely new.

6.3 These targets will be adjusted for 2019/20, to take account of operational experience.

6.4 Whilst not all targets were achieved, in some instances the Council hugely outperformed what was thought to be possible. The table below sets out current performance against experimental KPIs, and indicates likely new targets for the coming financial year 2019/20.

KPI	2018/19 Performance to Date	National Data	2019/20 Targets
85% of customers receive asset-based assessments	78%	N/A	80%
80% of all cases triggering the "prevention" duty are resolved at that stage	64%	64%*	65%
80% of all cases triggering the "relief" duty are resolved at that stage	89%	57%**	90%
20% reduction in numbers of statutory homeless "main duty" acceptances	88% reduction	50%***	20% (see 6.5 below)
10% reduction in the number of households in temporary accommodation (provided under a duty)	33% reduction	+5% increase****	10% (see 6.5 below)
50% reduction in levels of rough sleeping (2 identified Nov 2017)	9 identified Nov 2018 estimate.	2% reduction nationally*****	<2 people estimated to be rough sleeping autumn 2019

*National data on households whose prevention duty ended between 3rd April and 30th June 2018 who had secured their existing or alternative accommodation for at least 6 months

**National data on households whose relief duty ended between 3rd April and 30th June 2018 who had secured accommodation for at least 6 months

***National statistical comparison between April to June 2018 and January to March 2018

****National statistical comparison between 30th June 2017 and 30th June 2018

*****National statistical comparison between official rough sleeping counts and estimates in autumn 2017 and those reported in autumn 2018

6.5 The Council has achieved positive outcomes with prevention and relief activities, including a huge impact on the number of households who are now being owed the main housing duty, and on the number of households in temporary accommodation under a duty. In the context of an 88% reduction in main duty statutory homelessness acceptances, and a 33% reduction in the number of households residing in temporary accommodation; this level of reduction will not be sustainable moving forward in either context. At this stage, future KPI targets for these indicators next year will remain under review but it may be sensible to maintain them at the present level. This is while we continue to understand trend data and the realistic potential for continued impacts in those areas.

6.6 Based on indicative comparisons included in the table above, Test Valley has matched the national performance in the context of resolving cases under the prevention duty, but significantly exceeded national performance in terms of resolving people's situations who were actually homeless at the point of presentation. Similarly, the Council outperformed in the areas of reducing main duty acceptances, and reducing the number of households residing in temporary accommodation.

- 6.7 Despite resolving a high proportion of relief duty cases (in 89% of cases where people were actually homeless at the point they presented to the Council for help), we have reported a significant increase in rough sleeping. This may seem counter intuitive without the earlier context that overall service demand has increased, including a significant cohort of vulnerable single people facing homelessness.
- 6.8 In this context, Annex 1 has been developed to set out an initial action plan to inform the Council's approach to tackling rough sleeping in the borough. This has been developed to reflect the proactive multi-agency approach that has been adopted locally during 2018 and to set out actions that will support the Council to build on this in the coming year.
- 6.9 At the time of writing, the Housing Service is aware of 4 people sleeping rough in Test Valley. This significant reduction from the autumn estimate of 9, has been achieved as a direct result of the Council's commitment to maintaining low levels of street homelessness whilst exploring how it can effectively end rough sleeping in the borough by developing no first night out approaches.

7 Funding

- 7.1 Of the £57K Cabinet agreed to invest in new initiatives in March 2018, £41,000 has been spent as at 1 February 2019. We anticipate all allocated funding will be spent in 2018/19. Spend to date has included:
- a) Enabling 7 households in financial difficulties with their rent and who would otherwise have been homeless, to remain in their current accommodation.
 - b) Assisting 12 households through the Single Homelessness Fund with emergency bed and breakfast accommodation.
 - c) Enabling new projects that have worked with a total 36 households at risk of homelessness, helping them to access and sustain accommodation and support services, plus assisting an additional 10 single men to undertake pre-tenancy training.
 - d) All housing options staff have participated in an ongoing suite of training to upskill them to deliver the HRA and innovative new ways of working.
 - e) The Multi-Agency Task and Targeting fund has supported 5 households thereby preventing them becoming homeless.
- 7.2 We can demonstrate from these aspects of the pilot that 70 households had been directly supported by the additional investment between April 2018 and February 2019. Whilst many more households have benefited from the investment indirectly as part of the pilot itself, these 70 households were supported at an average cost of £585 each. This is considerably lower than the costs associated with 70 households experiencing homelessness.
- 7.3 Some elements of the pilot funding have been oversubscribed and delivered a range of tangible outcomes that have contributed to the overall positive performance, while others have been less well utilised. Moving forward, and as set out in the options appraisal below, it is recommended that the investment is continued, giving flexibility so that the Housing Service is empowered to proactively target the use of the funding between priority areas.

8 Funding and Investment:

- 8.1 The Council has received two 'ring fenced' funding streams from MHCLG to assist with homelessness.

a) New Burdens Funding

This funding has been provided by government in recognition of increased administrative burdens associated with implementing the Homelessness Reduction Act. The funding is time limited (3 years) and has been used to fund the homelessness developmental pilot in 2018/19.

	2017/18	2018/19	2019/20
New Burdens Funding	£33,000	£30,400	£32,000

b) Flexible Homelessness Support Grant (FHSG)

The Council has received 3 years FHSG determination up to and including financial year 2019/20. Indications from MHCLG are that this funding will continue, and continue to be ring fenced, yet we have no *certainty* after 2019/20 at the time of writing. As referenced earlier in this report, the FHSG currently funds two Housing Options Officers to assist with new duties under the Homelessness Reduction Act.

	2017/18	2018/19	2019/20
FHSG	£ 168,124	£194,446	£201,000
Funding of Two Housing Options Officer	£41,250*	£59,860	£61,700
Top up for HRA pilot			£17,600
Uncommitted Budget	126,874	£134,586	£121,700

**Appointed August 2017 and pro rata for 8 months of 2017/18*

- 8.2 The recommendations of this report fit within the envelope of the existing service budget and that of the ring fenced central government funding for homelessness, including New Burdens and Flexible Homelessness Support Grant.
- 8.3 To deliver the service at the current capacity and maintain performance, an ongoing call must be made on the Flexible Homelessness Support Grant.
- 8.4 The future use of the Flexible Homelessness Support Grant is also relevant to the future of social inclusion services in Test Valley, in light of the County Council's T19 review and its associated decision to reduce investment in this area. This will be reported separately along with its implications for the Borough Council.

9 Corporate Objectives & Priorities

- 9.1 Preventing and tackling homelessness is a priority for Test Valley Borough Council.

- 9.2 The Council is committed to putting residents' needs and their experience at the forefront of its thinking, and across a range of priority areas, building on principles such as meeting basic need to include employment, homes, and a supportive community. The Corporate Plan priorities of Live, Work, Enjoy and Contribute embody these aims with an increasing emphasis on investing in Test Valley to ensure it is a great place to live.
- 9.3 The emerging priorities for the Council, as part of the development of a new Corporate Plan, continue to emphasise the importance of supporting vulnerable people and helping people to secure settled homes. This has been borne out through resident consultation and is likely to remain one of a core set of priorities for the Council when looking to the future.
- 9.4 The recent transformation in Test Valley's approach to preventing and relieving homelessness, dovetails with these ambitions.
- 9.5 Homelessness Reduction Act compliance has been a key action in the Corporate Action Plan alongside adopting a new operating model. The recommendations in this report seek to complement this and set out future plans in this wider strategic context.
- 9.6 Feeding into the Council's corporate aims, the Preventing Homelessness Strategy sets out a delivery plan to support the Council to build on its successes and meet new challenges. This report includes an interim Rough Sleeping Action Plan which will be delivered alongside and with regard to the Preventing Homelessness Strategy.
- 9.7 Housing and homelessness remain at the top of the national policy agenda, with a new national Rough Sleeping Strategy published in August 2018 and an ongoing emphasis on the importance of preventing homelessness and the role of local authorities in leading their communities to effectively deal with homelessness pressures.

10 Consultations/Communications

- 10.1 Operational staff have been engaged in the developmental pilot and consulted about potential implications of the recommendations contained within this report.
- 10.2 Throughout the course of the developmental pilot, key elected members have been consulted and involved in steering the direction of travel.
- 10.3 Senior managers, including Heads of Service across the Council, have been consulted.
- 10.4 In addition, a number of key stakeholders have been consulted and involved in the development of the Council's approach to tackling homelessness and rough sleeping.
- 10.5 An initial Service User Focus Group has been undertaken which was supportive of the new ways of working delivered through the pilot and further service user engagement is planned.

- 10.6 The Council will be undertaking a review of homelessness during 2019 and hence consultation and stakeholder engagement will continue throughout the year.

11 Options Appraisal

- 11.1 The developmental pilot has been transformational, yet we are on a journey. The transformation must continue if we are to effect lasting change in the wider system and maximise our potential to prevent and relieve homelessness effectively.
- 11.2 In this context there are 2 options that have been identified for consideration. Please note both options should be considered to be inclusive of the baseline elements outlined earlier in section 4 of this report:

Option 1: To maintain the baseline service delivery, but cease funding the pilot.

- 11.3 In light of the increase in demand for Housing Services, this option is not realistic. The Housing Service would be unable to fund 2 FTE posts in the service that support our front line work, and we would no longer be able to fund the initiatives that have been discussed in the body of this report.
- 11.4 It is likely the Council would be unable to meet statutory requirements contained in the Homelessness Reduction Act, and the loss of resources may result in increased levels of homelessness, bed and breakfast and temporary accommodation use, and rough sleeping.
- 11.5 The majority of funding to support the pilot was taken from ring-fenced central government funding. This funding cannot be redirected to other areas of activity or to support any specific pressures to the General Fund. The pilot has represented a relatively negligible (£15k) pressure on the Special Projects Reserve, but the outcomes that have been achieved from this funding have been highly positive, directly contributing to our demand management whilst preventing homelessness and rough sleeping. It should be noted that Option 2 below, no longer seeks a contribution from the Special Projects Reserve and is contained within the New Burdens funding and Flexible Homelessness Support Grant funding.

Option 2: Continue to fund the pilot approach, making it 'business as usual'

- 11.6 Option 2 would see the continuation of funding for 2 x FTE Housing Options Officers from the Flexible Homelessness Support Grant (£61,700) to meet high demand and the new legislative burden. The following will be funded from New Burdens Funding and a top up from Flexible Homelessness Support Grant.
- £18K for a flexible Homelessness Prevention Fund
 - £5K for a Multi-Agency Task & Targeting Fund
 - £5K for a Single Homelessness Fund
 - £17.5K for Prototyping Fund
 - £2.5K to meet identified training needs

- 11.7 The funding presently identified in the list of bullet points above represents a £9K reduction in the total funding level approved by Cabinet in March 2018. We will continue to monitor spend and seek to make best use of the Council's investment during 2019/20.
- 11.8 Option 2 would facilitate ongoing legal compliance and demand management, whilst representing a local investment in system change targeted at developing the self reliance of individuals and families presenting to the Council for assistance.
- 11.9 Whilst this option has been expressed as a straightforward continuation of the same approach taken in March 2018, Cabinet is being asked to consider making minor adjustments to the scope of specified pools of funding.
- 11.10 To provide for flexibility and agility in the use of the funding, the future recommendation associated with Option 2 is for the Housing Service to exercise discretion in targeting the funding between the named budgets in 11.6 above, depending on emerging pressures, take up, and demand, to ensure best use is being made of this important resource. The indicative, anticipated, spending profile as outlined in the bullet points in paragraph 11.6 may be subject to change during the year dependent on emerging demands but kept within the overall level of funding proposed.
- 11.11 In addition to the funding recommendations set out in Option 2, a draft Rough Sleeping Action Plan has been included at Annex 1. This action plan will support Test Valley to respond to the needs of single people experiencing homelessness, and has been drafted in the interests of preventing and relieving rough sleeping. It is requested that Cabinet consider this action plan with a view to approving it as a working interim document for the Housing Service moving forward, pending a new Preventing Homelessness & Rough Strategy from 2020 onwards.
- 11.12 Option 2 is recommended to Cabinet. It will facilitate the developmental approaches becoming 'business as usual' and the ongoing transformation journey in the context of our work with customers and with the wider system. The budget has been identified within the envelope of ring-fenced homelessness funding from government, and the Rough Sleeping Action Plan associated with Option 2 has been designed to focus our work so that we maximise the potential to prevent rough sleeping, and to reduce the likelihood that anyone will spend an extended period sleeping rough in the area, should they find themselves on the street.

12 Risk Management

- 12.1 A risk assessment has been completed in accordance with the Council's risk management process and has identified significant (Red or Amber) risks as detailed in the risk assessment. The required actions proposed to reduce these risks will incur additional control costs/insurance as outlined in the Resource Implications section of this report.

- 12.2 This report, and the associated recommendations, has been produced in the interests of minimising the risks associated with non-compliance with the Homelessness Reduction Act, and in the interests of investing in a model that will be subject to monitoring and evaluation. This will further contribute to reducing identifiable risks.

13 Resource Implications

- 13.1 The Council has been awarded two additional streams of funding by the MHCLG. New Burdens Funding and Flexible Homelessness Support Grant (FHSG). Both are ring fenced for homelessness prevention.
- 13.2 The New Burdens Funding is to assist local authorities in meeting the administrative burdens of the Homelessness Reduction Act 2017. Allocations are 2017/18 (£33k), 2018/19 (£30k) and 2019/20 (£32k). This funding is time limited and will cease in 2019/20.
- 13.3 The grant allocation for the Flexible Homelessness Support Grant is an initial three year period, 2017/18 (£168k), 2018/19 (£194k) and 2019/20 (£201k). Indications from MHCLG are that this funding will continue, and continue to be ring fenced, yet we have no *certainty* after 2019/20 at the time of writing.
- 13.4 The Council has already committed £59,860 in this financial year and £61,700 (2019/20) funding from Flexible Homelessness Support Grant to fund 2 FTE Housing Options Officers until April 2020. This will support the Council to meet all the relevant obligations under the Homelessness Reduction Act.
- 13.5 The Flexible Homelessness Support Grant has a residual £134,586 in this year's allocation and £121,700 in 2019/20. The FHSG should be considered in the context of the Hampshire County Council ('T19') Social Inclusion Review, which will be subject to a further report to Cabinet in April 2019.
- 13.6 The proposals in Option 2 will be funded through the New Burdens Funding, and a top-up from the Flexible Homelessness Support Grant of £17,600 in 2019/20. The funding (and implications stemming from recommendations in this report) has been included in Annex 2.
- 13.7 The options included in this report, have been set out with due regard to forthcoming changes to social inclusion services in Test Valley. These changes, and recommendations regarding the Council's response, will be reported separately. It is anticipated a report will be brought to Cabinet in April.

14 Legal Implications

- 14.1 The Council has statutory duties to assist those who are homeless or threatened with homelessness and must comply with the Homelessness Reduction Act 2017. The recommended option will support legal compliance.

15 Equality Issues

- 15.1 An Equalities Impact Assessment (EQIA) has been completed with regard to the recommendations of this report and issues arising.

- 15.2 The Council radically changed its working practices in 2018 to meet legal obligations and to go beyond what is required of us in law in the interests of preventing and relieving homelessness. This included providing services to a wider group of customers, whilst focusing on those at highest risk.
- 15.3 Given the rural nature of Test Valley this presents additional challenges and the EQIA has identified a potential for discrimination or adverse impact around social inclusion. The new innovative and inclusive model has demonstrated that through new ways of working, all opportunities to promote equality are being taken. The recommendations contained in this report do not create any new equalities concerns above and beyond those identified in March 2018.

16 Other Issues

- 16.1 The Council will continue to seek to work in partnership with the wider network of public services to develop a shared sense of responsibility for homelessness.
- 16.2 All wards and communities are affected by the recommendations.

17 Conclusion and reasons for recommendation

- 17.1 The legal framework radically changed in April 2018 and the Council has been proactively administering a range of new duties to help and support people who may be homeless or face homelessness.
- 17.2 At the same time, the Council’s Housing Service has experienced significantly increasing demand for advice and assistance, including from people who are owed duties under the new statutory framework.
- 17.3 The recommendations within this report are intended to facilitate ongoing legal compliance and improved service delivery, through the adoption of a costed approach to investment using ring fenced government grants, and through the endorsement of a more explicit strategic approach to preventing and tackling rough sleeping in the local area.

<u>Background Papers (Local Government Act 1972 Section 100D)</u>			
None			
<u>Confidentiality</u>			
It is considered that this report does not contain exempt information within the meaning of Schedule 12A of the Local Government Act 1972, as amended, and can be made public.			
No of Annexes:	2	File Ref:	N/A
(Portfolio: Housing and Environmental Health) Councillor Phil Bundy			
Officer:	Phil Turner	Ext:	8544
Report to:	Cabinet	Date:	13 March 2019

Test Valley Borough Council
Interim Rough Sleeping Action Plan
April 2019 to March 2020

This action plan forms part of the Council's Preventing Homelessness Strategy and the associated Delivery Plan. It is targeted at actions that will support single people and couples who may be at risk of rough sleeping, and with a specific emphasis on preventing and tackling rough sleeping proactively.

It has been developed with regard to good practice around the country and to the government Rough Sleeping Strategy which was published in August 2018. It is intended to support the Council to structure its work to tackle single homelessness in the context of the national priorities of prevention, intervention and recovery, and complements the pre-existing work that is being undertaken in the local area.

This is an interim action plan that will feed into the Council's Review of Homelessness during 2019, including further detailed consultation with stakeholders. It will be formally incorporated into a new Preventing Homelessness & Rough Sleeping Strategy for Test Valley from 2020, which will inform Test Valley's strategic approach to preventing and tackling all forms of homelessness in the area.

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
1.	Create an operational multi-agency "Homelessness Reduction Board" to review progress towards the action plan quarterly	June 2019 (and then quarterly)	Housing Manager / Senior Housing Options Officers	Officer time	Seek advice from the MHCLG RSI team regarding intention for future Homelessness Reduction Boards, to inform local approach to delivery Initial meeting by end of May 2019 Quarterly meetings programmed in	Clear view from MHCLG regarding their proposed format and approach Multi-agency review and monitoring of our strategic approach to tackling rough sleeping (and preventing it) in the local area. Improved partnership working in the interests of preventing rough sleeping	Quarterly well attended meetings Rough Sleeping Action Plan up to date and actively monitored Ensure preventing and tackling rough sleeping form key aspects of the 2019 Review of Homelessness and subsequent Preventing Homelessness & Rough Sleeping Strategy for the 2Borough	
2. 2	Consult on homelessness prevention and partnership work at Community Partnerships Events	October 2019	Head of Housing & Environmental Health / Policy Manager	Officer time	Homelessness & Housing Strategy round table at October 2019 Community Partnerships event	Increased awareness of local strategy development Partners feeding ideas into the strategy development process	Actively engaged partnership with collective sense of responsibility for homelessness Engaged group feeding thoughts into the strategy development process	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
						Opportunity for further comments on the strategic direction, including operational factors that work well or that need to be improved	and in advance of bringing Preventing Homelessness & Rough Sleeping Strategy to Cabinet in December 2019 Active partnership engagement in the new Preventing Homelessness & Rough Sleeping Strategy 2020 to 2023	
3.	Encourage all partners to pledge support to the principle of a local “No First Night Out” approach	June 2019	Head of Housing & Environmental Health / Housing Manager	Officer time Access to MATT Fund and Prototyping Fund to support engagement in project work	Develop a local “pledge” that fits alongside this action plan, for all agencies to sign up to – to develop as part of the Preventing Homelessness & Rough Sleeping Strategy consultation Preventing Homelessness	Key strategic partners sign up to a pledge and commit to working together as part of a strategic approach that aspire to “No First Night Out”, while delivering a minimum “No Second Night Out” standard	All key partners signed up to the pledge and actively working towards a coherent partnership response to rough sleeping focused on prevention, intervention and recovery. Partners actively working together to deliver the pledge, including: <ul style="list-style-type: none"> • TVBC services • Hampshire County Council (including Adult 	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					<p>Forum following on from Homelessness Reduction Board reviewing progress and introducing a local “pledge” to work together on a “No First Night Out” basis</p> <p>All key partners in the local strategic approach to tackling rough sleeping sign up to the pledge.</p>		<p><i>and Children’s social care, mental health commissioning, and Public Health)</i></p> <ul style="list-style-type: none"> • Community Mental Health Team • Hampshire Constabulary • Registered Providers • Two Saints • Inclusion Drug and Alcohol Service • CRC and Probation <ul style="list-style-type: none"> • CAB • Local charities including The Bridge • Local Churches & Street Pastor service <ul style="list-style-type: none"> • Unity • Wider voluntary sector agencies with an interest 	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
							in homelessness	
4.	Brief Council on rough sleeping and street activity to increase elected members' awareness about the complexity of rough sleeping issues and how they can support this strategy	September 2019	Head of Housing & Environmental Health / Housing Manager	Officer time	Confirmed pre-Council briefing Invitations sent Briefing plus Q&A delivered	Pre-Council briefing and Q&A raises elected member awareness and understanding of the issues associated with preventing and tackling rough sleeping	<p>Councillors are able to understand the complexity of rough sleeping issues</p> <p>Councillors understand their role as part of the Council's front line</p> <p>Councillors are able to articulate the reasons why giving cash to people on the street may undermine the local service offer, and enable people to sustain themselves on the street</p> <p>Councillors understand the difference between begging and rough sleeping</p>	
5.	Develop a rolling communications strategy to educate local residents and partner agencies	April/May 2019 September 2019	Head of Housing & Environmental Health / Housing Manager / Communications	Officer time	New strategic approach forms part of press release post-Cabinet in	Local service response is promoted Awareness is raised locally	<p>Reduced incidence of begging in town centre</p> <p>Greater awareness and understanding of the</p>	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	about single homelessness		Manager		<p>March</p> <p>Revisit messages about risks associated with donating cash to people on the street</p> <p>Proportionate communications plan in place at the beginning of autumn that dovetails with any existing homelessness communications plan that is being delivered</p> <p>Appropriate press releases to flag local services, including SWEP</p>	<p>Local residents do not inadvertently enable rough sleeping and sustain people on the street where there are offers of accommodation and support being refused</p> <p>Local residents actively report incidences of rough sleeping</p>	<p>complexity of rough sleeping</p> <p>Greater awareness and understanding of the available services including TVBC commitment to providing emergency accommodation for local people regardless of priority need</p>	
6.	Continue to deliver a universal service (<i>accommodation</i>)	Ongoing since April 2018	Housing Manager	Ongoing financial support through	Capture data to demonstrate offers made /	No-one has to sleep out for a single night	No 'new' rough sleepers hit the street	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	<i>offers to anyone who may otherwise sleep rough regardless of priority need or intentional homelessness)</i>			the housing options service budget	acceptances / refusals Monitor quarterly, including any learning arising from trends in refusals / acceptances		No 'new' rough sleepers spend more than one night on the street	
7.	Deliver and sustain a "Housing First" model in partnership	From April 2019	Housing Manager / Aster / Two Saints / Hampshire Constabulary	Ongoing financial support through the housing options service budget Accommodation units	3 units tenanted with support Options under review to extend the pilot	3 placements successful maintained Minimum 6 units by 31/03/2020 Deep dive into touch points across the system for individuals support pre-Housing First intervention and analysis of system touch points post-Housing First intervention to support evaluation of	Housing First approach brings inside most vulnerable rough sleepers sustainably Housing First tenants do not return to the street Housing First pilot evidence base supports business case demonstrating the approach saves public money Housing First model is expanded to support additional vulnerable people to move forward	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
						cost benefit of the new approach to the Council and to wider public services	with their lives away from the street	
8.	Review Severe Weather Emergency Provision (SWEP) annually	September 2019	Housing Manager / Two Saints	Officer time SWEP funding	Review 2018/19 experience Ensure appropriate arrangements are in place before autumn 2019 in readiness for severe weather	Adequate SWEP arrangements are in place People accessing SWEP are engaged by wider support services to identify sustainable longer term solutions	No-one sleeping rough during periods of severe weather (without clear offers of emergency accommodation) Provision is adequate to meet need / placements into B&B are minimised People accessing SWEP do not return to the street	
9.	Continue to respond to reports of rough sleepers within 1 working day including outreach undertaken by the Council's housing team / Two Saints	Ongoing (and from April 2019)	Housing Manager / Senior Housing Options Officers / Two Saints / Hampshire County Council	Officer time Two Saints capacity Social Inclusion Services funding	All rough sleepers are visited on the street and made offers of emergency accommodation and support Enforcement action is considered by	Local services respond rapidly to reports of rough sleeping All rough sleepers are offered accommodation and support to end any period of rough sleeping	No First Night Out Minimum standard No Second Night Out Responsive service – all rough sleepers visited on the street urgently and within no more than 1 working day of the report of rough sleeping	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					relevant statutory agencies to reduce ASB and harmful street activity	Exit strategies are developed with rough sleepers (from the street, from emergency accommodation, and into medium / longer term plans for independent and sustainable living)	Where people refuse assistance, dialogue is commenced at the earliest possible opportunity with the individual to build trust and to work on understanding the obstacles that may be preventing the person from accepting help	
10.	Housing Options Officers to maintain regular contact with single homeless customers with minimum fortnightly check ins	Ongoing (and from April 2019)	Housing Manager / Senior Housing Options Officers	Officer time Personalisation budget (homelessness funding)	Minimum fortnightly check-ins are happening and evidenced on case files All single people (and couples) who are no fixed abode or otherwise precariously housed / at risk of eviction are actively supported by the Council's	Actively reducing the levels of new rough sleepers from hitting the streets Actively reducing the levels of people with a history of rough sleepers from returning to the streets Service focus shifting from rough sleeping to preventing single homelessness	Absolutely minimised levels of new rough sleepers for whom homelessness may otherwise have been preventable Homelessness budgets being used effectively to prevent rough sleeping	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					Housing Service			
11.	Housing Options Officers to maintain regular contact with rough sleepers with minimum weekly check ins	Ongoing (and from April 2019)	Housing Manager / Senior Housing Options Officers	Officer time Personalisation budget (homelessness funding)	Minimum weekly check-ins are happening and evidenced on case files All single people (and couples) who are rough sleeping are actively and directly supported by the Council's Housing Service	Actively reducing the levels of rough sleepers in the area through relationship building and persistent offers of support Service focus shifting from rough sleeping to preventing single homelessness	Absolutely minimised levels of rough sleeping Reduced likelihood rough sleepers will become entrenched Low levels of rough sleeping achieved and sustained	
12.	Undertake regular case audits to monitor service consistency and service quality in the context of supporting single homeless people and rough	Ongoing (and from April 2019)	Housing Manager / Senior Housing Options Officers	Officer time	Case audits discussed at team meetings and 1-1s Findings addressed each month and service delivery	All staff working consistently All staff working in a procedurally compliant way All staff delivering against appropriate aims	Each month a set of light touch recommendations produced for the team and/or individual officers Recommendations are being acted on and appropriate changes to service delivery and case work are being made	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	sleepers, and to inform any appropriate amendments to service delivery and performance management (including identifying skills gaps and training needs)				improved	included within this action plan Performance issues addressed Training needs identified and met	Procedurally compliant service delivery Rough sleepers and people at risk of rough sleeping are receiving regular help and support that is proactive and engaging, and that seeks to address underlying causes of housing related issues in partnership to achieve sustainable outcomes	
13.	Engage partners in regular / as necessary multi-agency “walkabouts” that target anyone sleeping rough (enforcing and supporting)	Ongoing (and from April 2019)	Housing Manager / Senior Housing Options Officers	Officer time	Regular partnership walkabouts are happening (minimum once a quarter) Walkabouts are scheduled at different times and on different days	Walkabouts continue to happen and involve key agencies (enforcement, accommodation and support) Walkabouts are flexible and frequency can be stepped up depending on emerging demands	Visible multi-agency presence taking an interest in rough sleeping and street activity in Andover town centre Offers of accommodation and support are being made by relevant agencies, whilst enforcement options are actively considered where appropriate to reduce ASB and harmful street activity	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
14.	Identify and engage with people who have been accommodated sustainably, with a history of rough sleeping, to understand what works and what doesn't work, to inform future service changes	December 2019	Housing Manager / Senior Housing Options Officers	Officer time Voucher incentive for participants	Cohort of people with experience of rough sleeping who are managing accommodation identified Discussions with cohort to inform future actions	Insight with the benefit of lived experience Understanding what we do well, and what can be improved Constructive feedback on our wider partnership working	Candid feedback from service users that can inform future strategic actions and changes in the way we deliver operational services with partners	
15.	Review the outcomes achieved through the Yellow Brick Road project	September 2019	Housing Manager / Yellow Brick Road Project	Officer time	Review outcomes from the initial prototyping cohorts Identify how the model could be improved and develop adjustments for any future cohorts Identify potential future opportunities to	Clear outcomes data informing potential adjustments to the scope of the pilot	Data supports business case for further tranches of training The pilot has supported people to change their behaviour and resulted in sustainable outcomes Initial cohorts have improved prospects of accessing the Private Rented Sector	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					assist additional cohorts			
16.	Ensure the MATT Fund and Prototyping Fund are actively contributing to preventing and relieving single homelessness	Ongoing (and from April 2019)	Housing Manager / Senior Housing Options Officers	Housing Options Budget Officer time	Effective use of MATT fund with demonstrable outcomes Effective use of MATT fund with demonstrable outcomes Quarterly reviews of spend and outcomes	Both funds demonstrably contribute to preventing people rough sleeping Both funds contribute to sustainable relief of homelessness (and rough sleeping)	Increased partnership engagement and wider sense of ownership of homelessness and housing problems Active support for individuals to move lives forward positively Homelessness (and rough sleeping) is effectively prevented and relieved	
17.	Identify any specific training needs for front line officers and support staff that may assist them in working with people who are rough sleeping	Ongoing (and from April 2019)	Head of Housing & Environmental Health / Housing Manager	Training budget	Use the PDD process to identify any associated training needs for individual team members Review best practice and identify training options that look at influencing	Staff are fully skilled up and equipped to deliver effective services Staff continue to be supported with the necessary skills to deliver an asset-based service All staff are able	Staff have the necessary skills to do their jobs Single people are actively engaged by officers through strengths-based approaches Front line staff are increasingly participating in the future design of the service, building on	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					behavioural change Consider revisiting Advantaged Thinking and Chimp Management style workshops	to work positively with rough sleepers in the interests of harm reduction and ensuring accommodation offers are sustainable	new approaches and learning from what works, and what has not worked	
18.	Support single people with rent deposit loans and/or bond guarantee to assist them to access PRS accommodation	Ongoing <i>(and from April 2019)</i>	Housing Manager / Senior Housing Options Officers / Homelessness Prevention Officer	Officer time Within existing resources Any additional resource requirements to be identified (MHCLG funding bids outstanding – success on any/all PRS access components will impact on the local approach	Private Landlords and Letting Agent Forum to discuss the issue and look at incentives Review feedback from landlords and consider additional elements that may be feasible	Housing Service actively offering PRS access support to single people and couples Ongoing review and development of landlord incentives and available support for tenants (and prospective tenants) Using pre-tenancy training as additional lever to persuade	Increase in the number of single people accessing the PRS with TVBC support	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
				and have their own project plan associated with deliver)		landlords to offer tenancies to people who have experienced complex needs and/or street homelessness		
19.	Review local emergency bed capacity and options to increase it during periods of high demand	March 2020	Head of Housing & Environmental Health / Housing Manager / Senior Housing Options Officers / Two Saints / Aster	Officer time <i>(Any additional resource requirements that may fall beyond scope of existing budget to be determined as part of review)</i>	Identify potential options including with local voluntary sector Establish likely future requirements based on caseload and impact of new approaches over the life of this action plan	Need established based on experience of service delivery and partnership engagement Actions determined and fed into new Preventing Homelessness & Rough Sleeping Strategy Identified flexible options to increase capacity for emergency placements if required at certain times in the year Identify	Reduced use of bed and breakfast to meet the Council's commitment to prevent / relieve rough sleeping Maintain high levels of cases resolved under the duty to relieve homelessness Low levels of rough sleeping on any given night (less than 2 people out in autumn 2019 estimate)	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
						opportunities to increase E-bed capacity at Dene Court and potential to achieve them		
20.	Develop integrated and coordinated assessment processes for people with complex needs to prevent and relieve homelessness through support planning and active multi-agency engagement	September 2019	Housing Manager / Senior Housing Options Officers	Officer time Partner commitment	Improved alignment of agency assessments Personal Housing Plans owned by a range of agencies and the client Individual multi-agency action plans agreed for specific individuals	Coherent partnership response to people with complex needs who are either rough sleeping or at risk of rough sleeping Shared sense of responsibility for the prevention and relief of homelessness Asset-based assessments undertaken by TVBC housing team are reflected in referral forms to other agencies Care Act assessments are conducted on all	The system demonstrably working together to support people with complex and multiple needs Partnership working focused on behavioural change and sustainable interventions Reduced focus on “statutory constraints” across individual components of the system of public services, in the interests of common sense responses and playing to the strengths of agencies with the most relevant skillsets to deal with specific challenges or obstacles preventing people moving their lives	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
						elderly / frail rough sleepers	forward positively	
21.	Develop individual (multi-agency) action plans for <u>every</u> identified rough sleeper including reviewing obstacles to bringing them inside and specific actions to remove those obstacles (and to include the agency best placed to address specific needs)	June 2019	Housing Manager / Senior Housing Options Officers / Engagement Officers (Community Safety)	Officer time Partner commitment	Develop the CMARAC to include reviews of individual rough sleeper action plans Draw together Personal Housing Plans and wider partnership responses into one place Identify appropriate lead agency in all cases of rough sleeping (this may not always be "housing")	Multi-agency action plans (and exit strategies) in place for all rough sleepers and including people in accommodation who have recently slept rough Lead agency ownership of monitoring and delivering those plans empowered to challenge delivery by contributing agencies to ensure progress across all partner commitments Rough sleeping no longer seen to be a "housing problem" and	Multi-agency plans in place for every identified rough sleeper in Test Valley Different agencies leading on plans for different individuals, and at different times Wider system recognition that bricks and mortar alone cannot resolve the underlying causes and effects of rough sleeping Reduced levels of entrenched rough sleeping locally Reduced levels of rough sleeping locally Reduced levels of people "returning" to the street	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
						treated in the context of the underlying causes and wider, complex issues associated with each individual who finds themselves on the street		
22.	Develop multi-agency risk assessment/action plans setting out how individual rough sleepers will be supported to sustain their accommodation in the initial stages of moving from the street and/or from supported accommodation (1-6 months), and in the medium term 6-12 months)	June 2019	Housing Manager / Senior Housing Options Officers / Engagement Officers (Community Safety)	Officer time Partner commitment	Partners working together to identify key risk factors that may result in a return to the street, and practical actions to overcome them and mitigate risk Develop the CMARAC to include reviews of individual rough sleeper action plans once accommodation	Multi-agency risk assessment action plans (and exit strategies) in place for all rough sleepers who are brought inside Lead agency ownership of monitoring and delivering those plans empowered to challenge delivery by contributing agencies to ensure accommodation is sustainable and the right	Multi-agency risk assessment plans in place for every newly accommodated rough sleeper in Test Valley Different agencies leading on plans for different individuals, and at different times Wider system recognition that bricks and mortar alone cannot resolve the underlying causes and effects of rough sleeping Reduced levels of repeat rough sleeping locally	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					<p>has been secured</p> <p>Identify appropriate lead agency to ensure the right support is being provided to maximise prospects of success</p>	support is being delivered	<p>Reduced levels of rough sleeping locally</p> <p>Reduced levels of people “returning” to the street</p>	
23.	Promote the national StreetLink service to ensure residents, business and agencies are actively reporting rough sleeping (also link to the local referral pathway)	Ongoing (and from April 2019)	Head of Housing & Environmental Health / Housing Manager / Communications Manager	Officer time	Ensure awareness of StreetLink as part of homelessness communications plan	Press releases / media output periodically highlights the national service and encourage residents to contact the Council if they are worried about their housing situations / report rough sleepers to StreetLink	<p>Increased awareness of StreetLink services</p> <p>People contacting the Housing Service at the first sign of tenancy problems</p> <p>StreetLink reports flagging rough sleepers in the local area with the TVBC housing team</p>	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
24.	Maintain commitment to ex-Forces personnel as set out in both the national and local Armed Forces Covenant	Ongoing (and from April 2019)	Head of Housing & Environmental Health / Housing Manager / Senior Housing Options Officers	Officer time Partner commitment	<p>Continue to reach out to the Army Welfare Service to review opportunities to work together to prevent homelessness and manage expectations</p> <p>Ensure that all entry points to the Housing Service capture whether someone is or has ever served in the Armed Forces</p> <p>Ensure that any applications for housing support from veterans are processed with due regard to the law, associated</p>	TVBC continues to deliver a best practice service for veterans (including veterans who may be homeless, threatened with homelessness, or who have experienced / are experiencing rough sleeping)	<p>Ongoing dialogue with local veterans charities</p> <p>Ongoing contact with Army Welfare Service</p> <p>No veteran or member of the wider forces community (including divorced or separated partners or serving forces personnel) is disadvantaged as a result of the demands of service</p>	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					regulations and guidance			
25.	Consider the role of Psychologically Informed Environments to ensure emergency, temporary and supported accommodation supports and promotes wellbeing	December 2019	Head of Housing & Environmental Health / Housing Manager / Senior Housing Options Officers	Officer time <i>(Any additional resource requirements that may fall beyond scope of existing budget to be determined as part of review)</i>	<p>PIE considerations to complement pre-existing work if appropriate – to cement the local approach and ensure accommodation solutions are actively contributing to recovery</p> <p>Review the success of MEAM in Basingstoke and Winchester areas with a view to identifying learning that could be adopted in Test Valley</p>	<p>Establish practical application of PIE in Test Valley</p> <p>Establish any potential additional and unbudgeted costs associated with introducing PIE / MEAM approaches</p>	<p>Enhancements to local service delivery</p> <p>Partnership actively considering recovery for people with a history of rough sleeping and how existing services could be reconfigured to ensure they maximise positive influence on individual's recovery</p> <p>Appropriate therapeutic support in place to promote recovery in people with complex and/or multiple needs</p>	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
					Work with Two Saints to review the local service delivery in the context of recovery			
26.	Review eviction protocols with key partners in the provision of supported accommodation for single people	June 2019	Housing Manager / Senior Housing Options Officers	Officer time Partner commitment	Eviction process reviewed with Two Saints Eviction process reviewed with Aster (as appropriate) and other RPs (as appropriate)	Proportionate staged responses to tenancy / licence breaches Flexible approaches where those accommodated have complex support needs Adjustments to operational approaches to eviction protocols ensure the health and safety of relevant schemes and staff	Managed evictions from supported housing with exit strategies to ensure wherever possible that evictions do not result in street homelessness Fewer evictions from supported housing	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
27.	Review service structure with a view to the potential to introduce resettlement support within the Council's Housing team	March 2019	Head of Housing & Environmental Health / Housing Manager	Any options to be achievable within existing budget and with a view to targeted use of central government grant funding for homelessness	Options considered by Cabinet Roles and grading established Recruitment Implementation, training, team building	Elements of health and wellbeing support introduced to the housing team Ability to target resettlement support in keeping with an asset-based approach and to build on the Council's innovative way of working with people Additional capacity to support people with multiple and complex needs who are at risk of homelessness or homeless / rough sleeping	New tenancies created are sustained Improved tenancy starts Improved local offer for PRS landlords Improved temporary accommodation management and increased throughput	
28.	Review the action plan and develop project plans dependent on any successful bids for	Timescales dependent on MHCLG for pre-existing bids	Head of Housing & Environmental Health / Housing Manager / Corporate Policy	Office time Potentially match funding dependent on	To be determined based on the outcomes of outstanding bids	To be determined based on the outcomes of outstanding bids	Additional funding drawn down from external sources to support the local strategic and operational response to	

No.	What we will do?	When will we do it by?	Who will deliver this?	Resources needed	Milestones	Target/ Outcome	What would success look like?	Comments / Status
	external funding, including MHCLG funding rounds (PRS Fund, Rapid Rehousing Pathways, Rough Sleeper Initiative)	under consideration HEH Service to remain vigilant to ensure participation in appropriate funding opportunities to support the ongoing development of the local approach to meeting the needs of homeless and vulnerable people	Manager	nature of opportunities being pursued			homelessness including reducing and preventing rough sleeping in the local area. Enhanced service delivery through targeted funding to support the Council's internal services and services being delivered by partner agencies	

ANNEX 2**Summary of the funding implications included in the scope of the recommendations of the report:**

	2017/18	2018/19	2019/20
Balance b/f	15140	175014	298000
Income			
New Burdens funding	33000	30400	32000
FHSG	168124	194446	201000
Special Projects	0	15000	0
Total income	216264	414860	531000
Expenditure			
Housing Options Officers	41250	59860	61700
Homelessness Prevention fund	0	15000	18000
MATT fund	0	13000	5000
Single Homelessness fund	0	5000	5000
Upgrade ICT system	0	9000	0
Prototyping	0	10000	17500
Training	0	5000	2500
Total costs	41250	116860	109700
Balance c/f	175014	298000	421300 *

**The uncommitted budget will be considered in a separate report to Cabinet, anticipated in April 2019, and associated with the forthcoming changes to Social Inclusion Services in Test Valley arising from the recent Hampshire County Council T19 review.*

ITEM 8

Corporate Plan 2019-2023

Report of the Leader

Recommended:

1. That the draft proposed Corporate Plan for 2019-2023 be approved.
2. That the Policy Manager, in consultation with the Leader, be authorised to make changes of a minor nature to improve the presentation of the document and correct typographical errors prior to publication.

Recommendation to Council

SUMMARY:

- The Council's current Corporate Plan "Investing in Test Valley" was approved in 2015 and adopted for a four year period, to April 2019. A new draft proposed Corporate Plan has been developed for the next four years, 2019-2023. (Annex)
- The draft proposed Corporate Plan outlines the Council's priorities for Test Valley for the four year cycle of the newly elected Council. The Corporate Plan provides a focus for the services provided by the Council, informing decisions and the allocation of resources.
- The plan has been developed using a robust evidence base, taking into account the views of local residents, external influences and statistical bases.

1 Introduction

- 1.1 The Corporate Plan is a key corporate document, at the heart of the Council's strategic policy framework. The Corporate Plan sets out key priorities and can be used in conjunction with the Local Plan and the Medium Term Financial Strategy to view the overarching strategic plans for the Council.
- 1.2 The current Corporate Plan "Investing in Test Valley" ends in April 2019. A new draft proposed Corporate Plan has been developed for the Council cycle of 2019-2023. The Draft Proposed Corporate Plan is attached in the Annex.
- 1.3 The Corporate Plan is underpinned by the Corporate Action Plan (CAP), which runs for the lifetime of the Corporate Plan. The CAP details the annual progress of the Corporate Plan through the delivery of key projects. A new CAP is being developed alongside the Draft Proposed Corporate Plan; this will be considered by Cabinet in July 2019.

2 Background

- 2.1 The draft proposed Corporate Plan has been developed using a robust evidence base, taking into account the views of local residents, external influences and statistical bases.

- 2.2 During the summer of 2018 councillors and officers attended more than 70 events throughout the Borough, carrying out a consultation which has taken into account the views of 2000+ local residents. This also included a targeted approach to engage with residents who would normally be considered harder to reach. More details on the Corporate Plan consultation can be found under Section 5.
- 2.3 The draft proposed Corporate Plan has been developed in an inclusive way, with Councillors playing an active and collaborative role in its development. This has included sessions with Portfolio Holders and multiple OSCOM roundtables, enabling members to inform the priorities which come together in the draft proposed Plan.

3 New Corporate Priorities

- 3.1 The draft proposed Corporate Plan, **Growing our Potential**, builds on the priorities from the current Plan, "Investing in Test Valley". Over the last four years resources and skills have been invested to achieve the best results for communities in Test Valley. This has developed real potential within our communities and the new plan seeks to grow this further, enabling people to play their part in improving quality of life across the Borough.
- 3.2 The proposed strategic priorities for the new Corporate Plan have been developed with the ethos of Growing Our Potential. The strategic priorities are therefore entitled:

Growing the potential of...

- **Town Centres** to adapt and be attractive, vibrant and prosperous places
 - **Communities** to be empowered, connected and able to build upon their strengths
 - **People** to be able to live well and fulfil their aspirations
 - The **Local Environment** for current and future generations
- 3.3 Throughout the draft proposed Corporate Plan there is a focus on the continuation and strengthening of place-based working within communities. The Council will continue to play an enabling role in supporting communities and local people as part of its community leadership function. The new Plan is also focused on a commitment to promote and secure inclusive growth, ensuring social and economic benefits are delivered for communities across the Borough. Our commitment to supporting a thriving economy sits at the very heart of this approach and is therefore reflected across all of the strategic priorities within the plan.

4 Corporate Objectives and Priorities

- 4.1 The Corporate Plan is a key corporate document at the heart of the Council's strategic framework. The Corporate Plan sets out the medium term priorities and can be used in conjunction with the Local Plan and the Medium Term Financial Strategy to view the overarching strategic plans for the Council.

- 4.2 The draft proposed plan has been built on the strong foundations of the last plan. Elements of the previous document will live on in the new corporate priorities, recognising that much of what we are working on now will still require focus beyond a four year cycle. It is therefore anticipated that some of the current Corporate Action Plan (CAP) projects will be transferred from the existing CAP to the next one, following the adoption of the new plan.
- 4.3 In developing the plan we have looked closely at internal and external influences on the Borough which may provide challenges or opportunities in the lifetime of the next Corporate Plan. These challenges include the changing nature of town centres and the role of the Council to encourage inclusive growth in our towns. In addition, there is the importance of sustaining vibrant rural communities and ensuring the right infrastructure and support is provided in these areas. Any decision made in the lifetime of the draft proposed Corporate Plan will also need to take account of preserving and enhancing natural assets for future generations. There are also uncertainties relating to the financial environment in which Local Government continues to operate within, so there will be an ongoing focus on sustaining financial resilience and delivering value for money.

5 Consultations/Communications

- 5.1 The consultation carried out for the development of the draft proposed Corporate Plan was robust, with the views of more than 2000 local people being gathered.
- 5.2 Councillors and Officers attended more than 70 events throughout the summer of 2018 in communities across the Borough. As well as these events, the surveys were taken to individual community groups and meetings in order to get opinions from as wider range of people as possible. These events included attending a Nepalese community event, disability groups and mother and toddler groups. Attending events in this way meant that councillors were able to gain a greater level of detail in the responses given by the public, and therefore a greater understanding of resident's priorities.
- 5.3 As part of this consultation the Council sought to make the most of digital opportunities. Social media and an online survey tool were utilised to increase the reach to residents. On the homepage of the Test Valley Borough Council website there was a link to the Corporate Plan survey, enabling a greater reach than in previous years.
- 5.4 The feedback from residents highlighted the importance of community spirit and activities being available in people's local area. There was a strong focus on the changing nature of town centres and what people would like to see in them for the future. There was also an increased emphasis and a high value placed on the green spaces and recreational facilities people use, with residents keen to look after their surroundings and recycle more.

6 Options

- 6.1 For Cabinet to endorse the draft proposed Corporate Plan, endorse the draft proposed Corporate Plan with amendments, or not to endorse the draft proposed Corporate Plan.

- 6.2 For Council to approve the draft proposed Corporate Plan, approve the draft proposed Corporate Plan with amendments or not to approve the draft proposed Corporate Plan.

7 Risk Management

- 7.1 An evaluation of the risks indicates that the existing controls in place mean that no significant risks have been identified at this time.

8 Resource Implications

- 8.1 There are no direct resource implications arising from this report.
- 8.2 The draft proposed Corporate Plan, will guide the extent to which future resources are allocated to projects that form the Corporate Action Plan. Projects will be subject to the Council's corporate project management framework which will assess and consider resourcing implications.

9 Legal Implications

- 9.1 There are no legal implications arising from this report.

10 Equality Issues

- 10.1 An Equality Impact Assessment has been carried out in relation to the Corporate Plan and there are no positive or negative impacts that have been identified at this time. This conclusion has been reached as the Plan has been developed as part of an inclusive process which aims to service the entire community within Test Valley. This is in keeping with the Council's objectives to be an organisation of excellence and improve the quality of life for all residents.
- 10.2 The draft proposed Plan has also incorporated the Council's Equalities Objectives. These updated objectives include strengthening the Council's evidence-led methodology with a suite of engagement tools and processes to enable those with protected characteristics to have their views understood and shared. The Council's approach to understanding the experience of service users will therefore be strengthened and embedded as practice, ensuring those with protected characteristics perspective is heard.
- 10.3 The protected groups will continue to be considered throughout the lifetime of the Corporate Plan with the Corporate Action Plan providing an opportunity for all projects to go through an EQIA process as part of the council's project management framework.

11 Other Issues

- 11.1 Sustainability and Addressing a Changing Climate – The Corporate Plan recognises the long term challenges and opportunities around preserving natural assets for future generations and balancing this with other aspirations and commitments such as economic growth. A specific strategic priority in relation to growing the potential of the environment for current and future generations has been identified to reflect this.

11.2 The areas of work identified in the Corporate Plan and Corporate Action Plans will enable further consideration of sustainability and climate change matters, including supporting the objectives of the Council's Sustainability Framework (2017).

11.3 Wards/Communities Affected - All

12 Conclusion and reasons for recommendation

12.1 The draft proposed Corporate Plan outlines the Council's vision and priorities for the Borough over the next four years of the newly elected council. It sets the direction and provides a focus for all the Council's projects and services. As a result it directly informs decision making and allocation of resources across the Council.

<u>Background Papers (Local Government Act 1972 Section 100D)</u>			
None			
<u>Confidentiality</u>			
It is considered that this report does not contain exempt information within the meaning of Schedule 12A of the Local Government Act 1972, as amended, and can be made public.			
No of Annexes:	1	File Ref:	N/A
(Portfolio: Leader) Councillor Phil North			
Officer:	James Moody / Catherine Pritchard	Ext:	8130
Report to:	Cabinet	Date:	13 March 2019



Welcome to Test Valley Borough Council's Corporate Plan 2019-2023



Growing Our Potential

We are an ambitious, innovative and optimistic council. Our new Corporate Plan, Growing Our Potential, is focused on how we can build upon the strengths of the Borough and its communities to improve the quality of life across Test Valley.

Our ambition to grow potential is underpinned by our investing approach which is more than just about money; it is about devoting our energy, skills and resources to the right things at the right time.

The Borough is rich in community, environmental and economic assets. This is resulting in more people wanting to live and work in Test Valley. It is also at the heart of what makes the Borough an attractive place to visit and enjoy, whether it be the renowned high street of Stockbridge, the attractions of historic Romsey or Andover's green spaces and state-of-the-art leisure facilities.

Our culture of, and commitment to, place-based working continues to be at the centre of how we will do business through this new Plan. It is central to our making well-informed decisions which reflect the needs of all communities in order to ensure that not just those who shout the loudest are heard.

This sets the context for our new strategic priorities, drawing upon our enabling and community leadership role. We aim to tackle the issues which are the most important for our communities,

including businesses, in a way which builds upon their strengths.

We are seeking to create, and sustain, successful, vibrant and prosperous communities within Test Valley. We are passionate about playing our part in delivering inclusive growth, so that our residents reap both social and economic benefits, resulting in greater access to opportunities and improved wellbeing.

In developing this plan we have engaged with more than 2000 residents to gain an understanding of what is most important to them. Key issues, such as the future vitality of our towns and rural communities, the ability to access a decent home, a thriving local economy and looking after the local environment, all featured highly. We are also seeking to address some of the challenges our communities face, and respond to national trends such as the changing nature of town centres, tackling homelessness and exploring opportunities so that people can recycle more.

Together these issues not surprisingly form the focus of our new strategic priorities so that we can grow the potential of:

- **Town Centres**
- **Communities**
- **People**
- **Local Environment**

We will deliver the priorities of this Plan through our Corporate Action Plan that will also run from 2019 to 2023 and will be updated annually. This will show how we intend to make progress by detailing the specific actions that we will take forward against each of the priorities.

This plan has been built on the strong foundations of the previous plan. We recognise that much of what we are working on now will require focus beyond the next four years, just as elements of the previous plan continue to feature within our new strategic priorities.

To deliver on those priorities we must retain a clear focus on maintaining financial resilience within a challenging climate for local government and crucially, ensuring value for money for our residents.

We passionately believe that the potential of our communities and the Borough's many other assets provide the springboard for delivering our shared ambitions.



Cllr Phil North
Leader of the Council



Roger Tetstall
Chief Executive

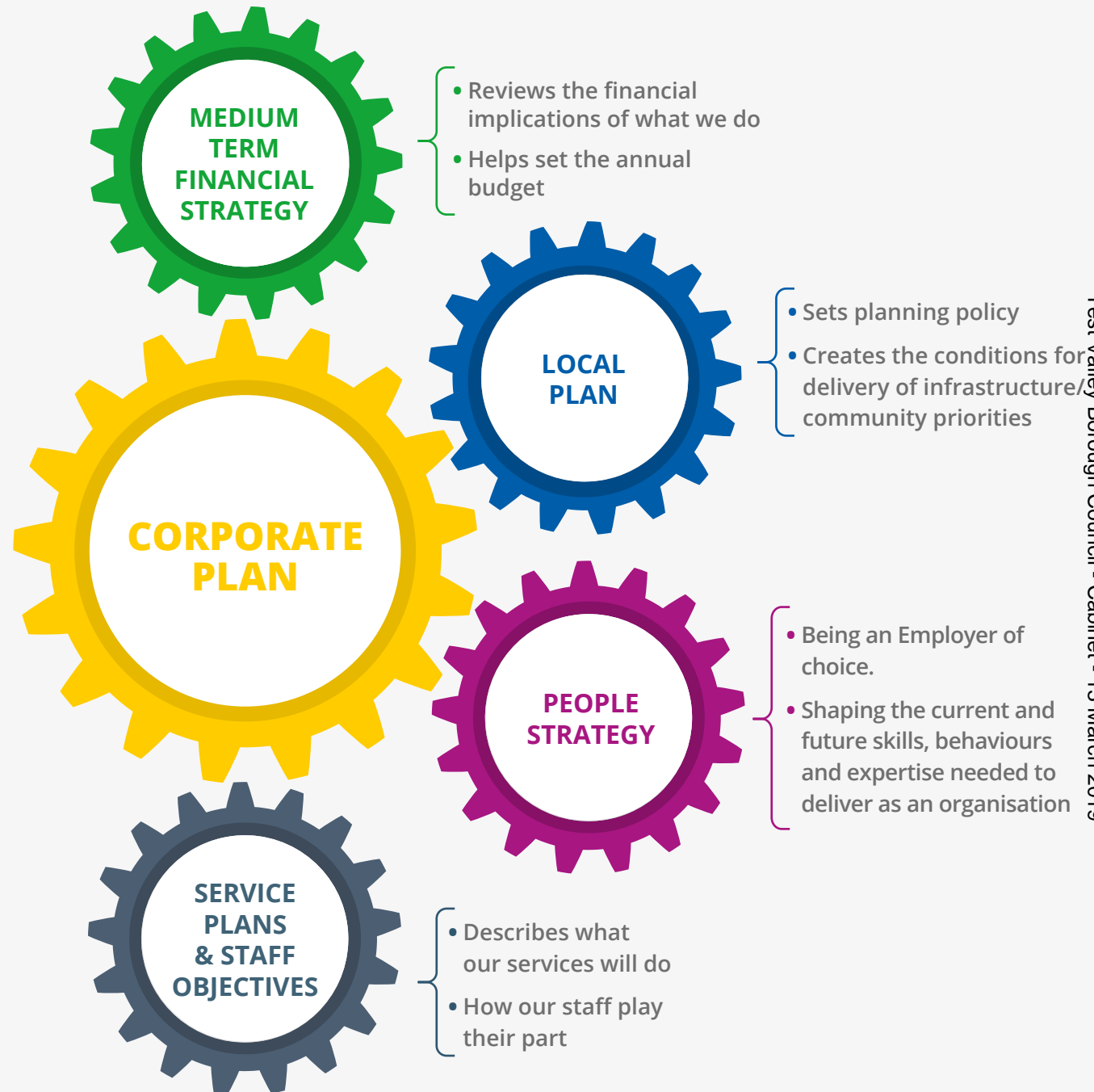
What is the Corporate Plan?

The Corporate Plan outlines the Council's vision and priorities for Test Valley over the next four years. It sets our direction and provides a focus for all of our activities and services. As a result, it informs decision making and the allocation of resources across the Council.

The Corporate Plan in context

The Corporate Plan is an important link in the Council's overall strategic planning framework. It describes the links between the key planning documents, which together will help us to deliver our priorities.

We also use the Corporate Plan as our contribution towards meeting the long-term aspirations for the Borough that we share with our partner organisations, through the Test Valley Partnership.



How we develop the plan and our priorities

1. We start with four important principles:

Vision led

We aim to be an organisation of excellence committed to improving the quality of life of all the people of Test Valley.

Values driven

We are committed to high standards in everything we do, shaping our behaviours and building our reputation in the eyes of our residents.

Our five values are:

 **Accountability**

 **Integrity**

 **Empowerment**

 **Inclusiveness**

 **Ambition**

Democratically accountable

Our councillors, elected by local people, shape what we do and bring together the needs and expectations of the communities they represent in order to make balanced decisions.

Evidence-based decision making

We seek to understand the key issues and then we take a full assessment of what is needed and why.

2. We build the evidence base

Public engagement:

During the summer of 2018, local councillors and officers attended more than 70 events across the Borough and engaged with more than 2,000 residents about what was important to them and would improve their quality of life. Residents were also invited to complete a survey online. This was advertised through social media, online videos and a link on our website.

We used creative methods to engage with different groups, including organising competitions, games and workshops. In addition we actively took part in events organised by communities such as Andover Parkrun. By attending local events, setting up smaller focus groups and inviting residents to share their views online we now have a greater understanding of what is important to our residents which has helped us to shape our strategic priorities.

An inclusive approach:

Inclusiveness forms one of the Council's five values and sits at the heart of our evidence-

based approach. Reflecting the needs of all communities in order to ensure that not just those who shout the loudest are heard is a prerequisite to making well-informed decisions.

The Council's Equality Objectives are published as part of the Corporate Plan. They provide the framework in which the Council ensures an inclusive approach as part of our duties under the Equality Act.

Objective 1: To strengthen the Council's evidence-led approach for developing new policy and strategy. By developing a suite of engagement tools and clear processes that will enable the needs and views of people who share a protected characteristic to be understood.

Objective 2: To strengthen the Council's approach to understanding the experience people have of the services they receive. We will develop ways in which the views of people who share a protected characteristic are sought as part of reviewing how services are provided.

3. We ask Councillors to consider and balance the evidence gathered to shape our priorities

Our councillors set the priorities for the next four years and beyond. Their role has been to set the priorities of the Plan by considering and balancing the evidence and information collected to inform what the Council will do over the next four years and beyond.

About Test Valley



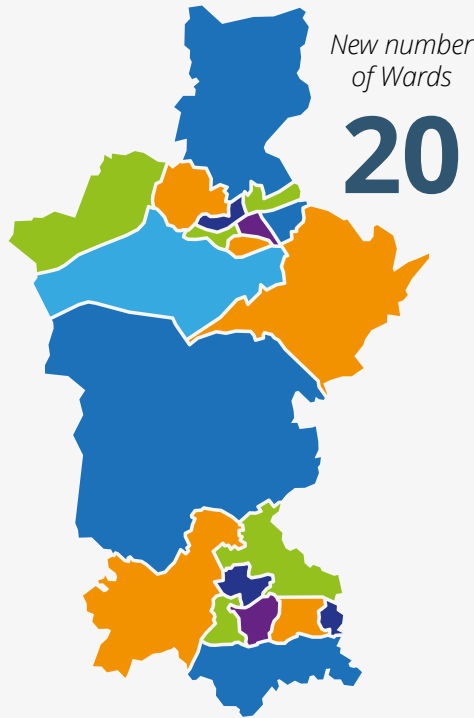
Population (2019 predictions SAPF)



5.6% increase



Estimated 2023 population



5.4% increase



New number of Councillors

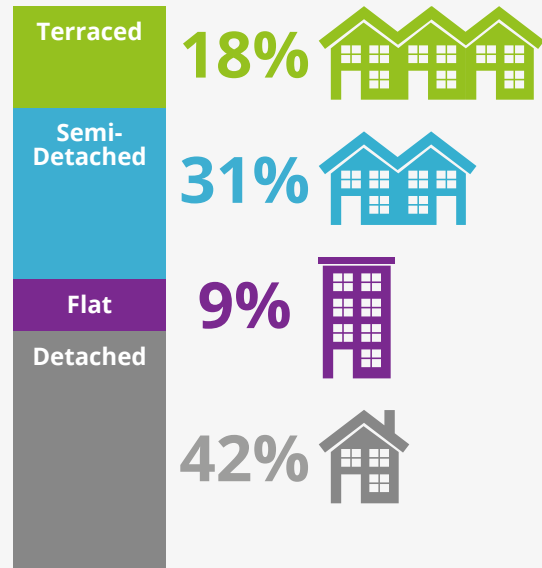
43



65.3% urban population

34.7% rural population

Housing type



9

Local nature reserves



7

times winner of Federation of Small Businesses awards



Over £1 Million awarded to communities through CAF Grants 2015-19

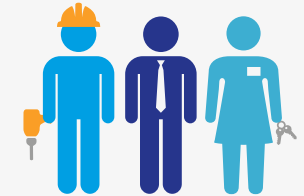
3

open spaces with Green Flag award standard



6,145

Test Valley businesses

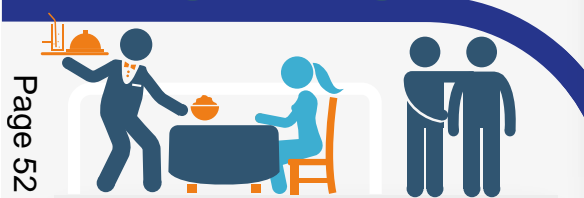


56,600

Test Valley jobs (2017)

Public feedback

Overall, the residents of Test Valley expressed their aspirations and determination to support and develop their Borough. They care greatly about the place they live and want to see it grow and develop in a way that supports them and their communities.



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Residents highlighted their ambitions and aspirations for Test Valley's town centres

- More events and activities.
- Amenities such as family friendly restaurants and leisure facilities.
- Good availability of local services and transport links.
- Many people recognised that town centres are changing, becoming less retail focused and developing into destinations where people can enjoy social activities.

Residents are keen to take part in more leisure activities across the Borough making the most of Test Valley's green spaces.

- Being able to easily access the countryside and green spaces within Test Valley.
- More accessible and well-linked cycling and walking routes.
- Continued investment in our green spaces and nature reserves.



Test Valley's residents care about their local environment and want to recycle more.

- They would like to have more opportunities to recycle.
- More, clearer information about what they can recycle and how they can play their part.

Community spirit is something that residents rate highly.

- Increasing importance of helping our neighbours.
- Getting involved in activities in their local community.
- People want to do more but time is viewed as a barrier.



Looking ahead: Challenges and opportunities

In developing this Plan we have been looking ahead to understand the strategic challenges we will face over the next four years and beyond. Understanding these challenges means that we can also view them as opportunities and can continue our programme to do things better for our residents.



Encouraging inclusive growth within our towns

Our challenge is to ensure that the benefits of growth impact positively on all of our communities. For example, as new people locate to Andover and Romsey it is imperative that we are agile in future-proofing our town centres as places that bring communities together.

Sustaining vibrant rural communities

Around a third of the Borough's population lives within our rural areas. We need to explore what more we can do to champion the ongoing sustainability of our rural communities. By working with local people and key partners to ensure that the right homes are in the right places, underpinned by appropriate infrastructure to enable our villages to be great places to live, work, enjoy and visit.

Preserving the natural assets of Test Valley for future generations

Through our strategic planning, we will continue to ensure that we balance our commitments to housing delivery and economic growth, alongside preserving and enhancing the natural environment as a place to enjoy and spend time.

Maintaining financial resilience in an uncertain environment

The Council is committed to delivering high quality services. Through our investing ethos this has created the space in which to manage financial challenges in a sustainable way. Investing, however, does not mean that the Council has moved away from saving money or challenging ourselves to think differently. Our focus in the medium term is very much on managing the key financial risks associated with ongoing changes in how local government is funded.

Developing our workforce to be fit for the future

Our people (officers and councillors) are our greatest asset. We must continue to build upon our commitment of investing in their growth and future-proofing our workforce through the development of a People Strategy so that we have the right skills, attitudes and behaviours to ensure that we are best placed to continue to deliver high quality services for our residents.

Our Investing Approach

We are an ambitious, innovative and optimistic Council. Operating within an environment in which there is an ever increasing demand on our services within tough financial conditions, we have sought to develop and embed our “investing philosophy” at the heart of how we do business as an organisation.

Investing is about more than just money; it is about devoting our energy, skills and resources to achieving the best results for our residents and communities. To achieve this, our operating model underpins our approach and how we pursue the ambitions of this plan. It enables us to undertake a full business assessment of our existing and potential activities and opportunities, so that we can make the right decisions about where to invest. This means we can be confident that we are taking an efficient and effective approach and delivering value for money for our residents.

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Our Priorities

Using our investing approach we will **grow the potential of...**



Town Centres

to adapt and be attractive, vibrant, and prosperous places



Communities

to be empowered, connected and able to build upon their strengths



People

to be able to live well and fulfil their aspirations



The Local Environment

for current and future generations



Growing the potential of **Town Centres**

to adapt and be
attractive, vibrant and
prosperous places





Town Centres



Over the next four years and beyond we will invest in:

1. Taking this once in a generation opportunity to respond to the changing face of the High Street. Future-proofing our town centres to be accessible places where people live, shop, work and spend their leisure time.
2. Enhancing public realm and improving the appearance and environment of our town centres.
3. Making our town centres attractive places for inward investment to attract more jobs and increase footfall.
4. Working with Andover Vision and Romsey Future to ensure that growth within our town centres benefits all of our communities.

What's going to happen as a result?

- We shall involve the people of Andover in the development of a Masterplan so that they can contribute to shaping the future of the town centre, together with Andover Vision, the Business Improvement District (BID) and other interested parties.
- We will bring forward proposals for the regeneration and re-development of Andover town centre to support the future demand for business, leisure and residential opportunities.
- In partnership with Romsey Future we will develop a Vision and Masterplan as a blueprint for the future development of land south of Romsey town centre.
- Working closely with local businesses, we will support the development of the new BID in Andover town centre, delivering on its priorities to increase footfall and improve the High Street.
- In Romsey we will work with local businesses and stakeholders through Romsey Future to promote the town's tourism and visitor offer.
- We shall work with the EM3 Local Enterprise Partnership in pursuance of their strategic growth ambitions. In particular, we will also explore the opportunities presented by the use of changing technology.
- Through the review of our Local Plan, we will provide a long-term strategic overview of what is needed in our town centres, within an ever changing environment, putting in place the mechanisms to enable delivery.



Growing the potential of **Communities**

to be empowered, connected and able to build upon their strengths

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Test Valley Borough Council - Cabinet - 13 March 2019



Communities



Over the next four years and beyond we will invest in:

1. Building upon our positive track record of working with communities. We will do this by harnessing the strengths that exist within communities, so that local people are able to contribute and play an active role.
2. Bringing local communities together alongside their councillors and other partners to plan for their future needs. We will enable communities to take forward their ambitions by helping them to access funding opportunities, resources and support.
3. Supporting the Borough's business community by attracting inward investment and creating the conditions for new and existing businesses to thrive. Encouraging the growth of economic prosperity within Test Valley communities.

What's going to happen as a result?

- Our Members, as Community Councillors, will enable and facilitate communities to come together and ensure that all voices are heard. Councillors will champion and support people to develop and deliver local projects and initiatives.
- Building upon our success in empowering communities, we shall work closely with town and parish councils and other local organisations, to strengthen this work further. We will support more communities to take part in a range of community planning activities such as neighbourhood planning, community resilience and local action planning.
- Through the Andover Vision and Romsey Future partnerships we will play our part in helping to deliver the shared ambitions of these communities.
- We will work with our partners in the voluntary and community sector to reduce the barriers that people face in being able to give their time and volunteer within their communities. A priority is to focus on how opportunities to volunteer can be made easier and more accessible.
- Promoting the wellbeing of our communities by securing a legacy of outstanding sports, leisure and cultural spaces that are accessible and will enable a positive impact on the quality of life of the Borough's residents for generations to come.
- Through the delivery of the Economic Development Strategy we will ensure an ongoing focus on promoting the Borough as "being open for business".



Growing the potential of People

to be able to live well and fulfil their aspirations





People

Over the next four years and beyond we will invest in:

1. Working with communities and partners to help identify and deliver the supply of homes which reflects current and future housing needs.
2. Taking a positive approach to supporting those who are most vulnerable. Enabling people to build upon their strengths to address the underlying causes of their housing need. Improving outcomes and support available for people who are homeless or at risk of homelessness.
3. Creating communities that have the infrastructure and accessibility to meet the needs of a changing and growing population. Establishing attractive, sustainable and vibrant communities for people to live, work and enjoy.
4. Supporting the growth and quality of employment within Test Valley to enable people to fulfil their aspirations. Addressing barriers within the current and future workforce such as raising aspirations, skills and access to opportunities. Increase the variety of jobs available so that people can earn and live well.



What's going to happen as a result?

- We will strengthen our community-led approach to spatial planning so that local people can play an active part in shaping their communities. This will include our ongoing commitment to undertake the review of the Local Plan in an inclusive way, and support communities who will benefit from developing a Neighbourhood Plan or Village Design Statement to do so. More specifically, we will work with all of our communities to explore opportunities to deliver more new affordable homes in urban and rural areas.
- We will renew our key housing strategies to focus on new ways of working that will support people to build upon their strengths, to help resolve their housing issues. We will support people in a personalised way by building upon lessons learned from the developmental pilot, enabling people to access the right support and the right time.
- We shall explore opportunities to see how more social rented housing can be provided. We will work with the private rented sector to meet housing need, drive up standards and develop services that improve access to the sector for people on low incomes.
- We will support communities to ensure that the right infrastructure at the right scale is secured that delivers homes and employment growth, enabling people to access a job, live in a decent home and fulfil their aspirations.
- In partnership with business and education providers we will work to increase the provision and level of skills across Test Valley. We will continue to build on our track record of fostering stronger relationships between schools and businesses.
- We will continue to make the most of the opportunities for inward investment to increase business productivity across Test Valley. Through our strategic partnerships with partners, including Walworth Business Park and the University of Southampton Science Park in Chilworth, we will promote the important economic growth role that the Borough plays both in Hampshire and beyond.



Growing the potential of **The Local Environment**

for current and future generations



The Local Environment

Over the next four years and beyond we will invest in:

1. Providing high-quality green infrastructure such as green spaces and nature reserves for our communities to access and enjoy for generations to come.
2. Enhancing the quality of our public realm to improve the local environment, so that these are attractive spaces and places that people can enjoy and spend time.
3. Expanding the network and usage of family-friendly cycling and walking routes to make them accessible and well linked, in order to promote wellbeing and more sustainable travel.
4. Opportunities to work with our communities and partners to reduce the amount of household waste produced by increasing recycling and ensuring improved knowledge of our recycling processes.
5. Making the most of the benefits from inward investment and economic growth. Promoting the Borough as an outstanding place to live and work, whilst safeguarding its heritage and natural assets.



What's going to happen as a result?

- Through the review of our Local Plan and our strategies for green spaces, we will continue to identify opportunities to increase access to the countryside and green spaces for Test Valley residents.
- We will work with parish and town councils to make the most of the green spaces within their communities.
- We will work with residents to understand their need for more, safer cycle routes and walkways, taking on board their feedback and using it to inform and develop plans to deliver an appropriate infrastructure. We will also support community-based initiatives to encourage more people to use these facilities.
- Our "Love Where You Live" campaign will continue to encourage and promote ways in which everyone can help improve where they live and work through community-led activities such as "Sparkle Days" and working with local schools. We will also continue to take a zero-tolerance approach to people who spoil local areas.
- Through the Hampshire Waste Partnership we will play our part to develop opportunities to increase the range of materials that can be recycled. Taking a positive approach, we will encourage people to recycle more by developing campaigns and initiatives that educate and help make recycling easier.

What next:

Delivering our priorities and measuring our impact



The Corporate Plan sets out our priorities, providing the direction and focus for our activities and guiding the allocation of resources over the next four years. It also outlines the impact we hope to make as a result of our actions, so that we can demonstrate to residents how we are working towards our vision to improve quality of life in Test Valley and be an organisation of excellence.

The Corporate Plan is underpinned by the **Corporate Action Plan (CAP)** which runs for the lifetime of the plan and is updated annually. This shows, in detail, how we intend to make progress and focuses on the specific projects we will take forward against each of the priorities.

The Cabinet reviews the performance of the CAP on an annual basis. This enables the active performance management of the CAP and ensures that the Council is allocating resource in the most effective way. Each year, the Leader of the Council will make an annual presentation to the Overview and Scrutiny Committee to report on progress made during that year. This will form the basis of an annual update report and will be published on the Council's website.

We monitor our progress by measuring the impact of our work and by showing the difference we have made as a result. This is done by having a range of performance and satisfaction-based indicators against which our progress can be judged. The indicators are used as part of a broader suite of operational management tools that ensure standards are being met ensuring that the things that matter most to residents are being delivered in an efficient and effective way. The indicators also provide a useful analysis, both in terms of the performance within a given year and by telling a story over a number of years.

In addition, each of our services produces an annual Service Plan which describes the things they do and how they contribute to the Corporate Plan priorities. Progress is monitored on a quarterly basis through the service performance boards.

Our Values

We are committed to high standards in everything we do, shaping our behaviours and building our reputation in the eyes of our residents.

INTEGRITY

We ensure that as an organisation, our communities can trust us to act fairly and honestly, and so can our staff.

ACCOUNTABILITY

We are accountable to all of the people of Test Valley for our actions and how we use resources, ensuring that we provide value for money.

EMPOWERMENT

We are an organisation committed to continuous learning, enabling and motivating all of our people to do their best work.

INCLUSIVENESS

We value diversity, promote equality of opportunity for all, and ensure that our services are accessible to everyone in Test Valley.

AMBITION

We are a dynamic organisation committed to achieving, improving and innovating.

