

Welwyn Hatfield Homelessness and Rough Sleeping Strategy 2025-2029

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Introduction

Homelessness has profound effects on the lives of those that experience it. Nationally and in Welwyn Hatfield, homelessness is most visible when people sleep rough on our streets, but it also affects individuals and families who may be 'sofa-surfing' or living somewhere unsafe or severely overcrowded.

This Strategy builds on past successes while being flexible enough to adapt to increasing demand for our services and an uncertain future funding and policy environment. The Strategy follows on from the recently published new Homelessness strategy from central government, *A National Plan to End Homelessness*.

Our vision is to ensure that homelessness is brief, does not reoccur, that the harm to individuals and our communities is minimised, and it is prevented where possible.

All local authorities, including Welwyn Hatfield Borough Council (the Council), have legal duties to prevent and relieve homelessness. This includes conducting a homelessness review and publishing a strategy every five years. This strategy reviews the current condition of homelessness and rough sleeping in the borough and describes the Council's vision, objectives and actions for tackling it. The strategy seeks to reflect the views and needs of stakeholder, including residents and those with experience of homelessness and rough sleeping, which have been sought through a series of consultations.

This strategy is of high importance to our council's vision to 'Put the Community at our Heart' and priorities for 2024-2027 (appendix C):

- Homes to be proud of.
- Enable an economy that delivers for everyone.
- Action on climate change.
- Run an effective council.
- Together, create opportunities for our communities.

Within our priorities, "tackling homelessness, meeting local housing need, improving quality and increasing housing supply" are all at the forefront of the Council's dedication to lowering the level of homelessness and rough sleeping.

The golden threads of wellbeing and housing accessibility runs across our Corporate Plan and Housing Revenue Account business plan as well as the emerging draft Allocations and Housing Strategies

The Strategy has been co-ordinated with the Health and Wellbeing Strategy and informed by the Hertfordshire Joint Strategic Needs Assessments with direct action focusing on early intervention and prevention of homelessness and rough sleeping, refugees and post asylum seekers and alcohol and drug addiction support.

National Context

The number of households in England assessed as homeless and owed settled accommodation from their local authority are at the highest levels recorded at least 2019. Similarly, the number of households in temporary accommodation are at a record high with around 117,400 households in England, living in temporary accommodation at the end of March 2024 (ONS).

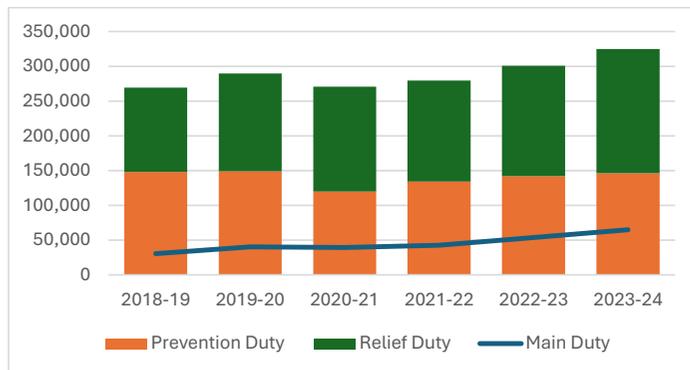


Figure 1: the number of households owed homelessness prevention, relief, and main duties in England, April 2018 - March 2024 (Office for National Statistics)

The National Legislative and Policy Framework

The UK Government sets the legislative framework for preventing and addressing homelessness, and the Ministry of Housing, Communities and Local Government (MHCLG) is responsible for implementing national policy and distributing funding to local authorities. This

strategy aligns with the national legislative and policy framework, incorporating changes since the 2019-24 strategy.

Key Legislation and Policies:

- **Housing Act (1996) & Homelessness Act (2002)** established local authorities' duties to provide advice, emergency accommodation, and publish homelessness strategies.
- **Welfare Reform Acts (2012 & 2016)** introduced Universal Credit, benefit caps, and sanctions, which have impacted housing stability and increased homelessness risks.
- **Homelessness Reduction Act (2017)** introduced new duties to prevent and relieve homelessness, including extending the "threatened with homelessness" period to 56 days; requiring prevention and relief for all eligible applicants, regardless of priority need; and introduced a legal "duty to refer" for public services to notify councils of at-risk people. We will continue to work extensively with partners to ensure those referred are supported and provided for. Improvements to communication will be prioritised.
- **Domestic Abuse Act (2021)** enhanced protection and support for victims of domestic abuse, recognising its link to homelessness.
- **Armed Forces Act (2021)** increased responsibility for local authorities. Due regard must be paid to the principles of the Covenant when carrying out specific public functions in various areas, including housing.

- **Leaving the EU (Brexit) (2021)** imposed "no recourse to public funds" restrictions on EU nationals without settled status, excluding them from homelessness assistance.
- **Illegal Migration Act (2023)** limited access to support for asylum seekers and irregular migrants, while increasing homelessness risks.
- **Rough Sleeping Strategies (2018 & 2022)** aim to end rough sleeping by 2027, supported by a four-pronged approach: prevention, intervention, recovery, and transparency, backed by £2 billion funding to 2025.
- **Social Housing White Paper (2023)** set standards for social housing landlords to provide adequate housing and extended permanent social housing standards to temporary accommodation.

Future Changes

The Government plans further change to devolution, local government reorganisation, housing and planning policy that may influence future homelessness and rough sleeping levels in Welwyn Hatfield.

- **Planning reform**, including the devolution of services and changes to planning restrictions and requirements, setting targets for home building and giving local authorities more control of home building.
- **Renter protections**, including the ending of section 21, "no-fault" evictions, which have been a significant cause of homelessness from the private rental sector.

- **Improving the quality of homes** by extending Awaab's Law and the Decent Homes Standard to the private sector and applying minimum energy efficiency standards to social housing.
- **Local Government Reorganisation** in Hertfordshire. The expected unitarisation of local government should lower for the combining of districts and county level services. This should provide greater resilience and more cross-departmental outcomes particularly relating to health and prevention.
- **Funding**, while the recently announced Homelessness Grants have been at lower than previously received levels of funding. The Strategy and subsequent Action Plans will need to focus on how we can more efficiently and effectively support those facing homelessness in the borough. The approach needs to, as with other health and wellbeing interventions, prioritise early intervention and measures to prevent homelessness and rough sleeping.

Homelessness and Rough Sleeping in Welwyn Hatfield - review

Although Welwyn Hatfield is an affluent borough with relatively high employment and wages, rates of homelessness have increased amidst a cost-of-living crisis and recovery from the covid-19 pandemic. Our previous strategy highlighted the diminishing ability of residents to buy their own homes, a trend that continues both nationally and locally alongside increasing rental costs.

Welwyn Hatfield's location in rural Hertfordshire, eleven miles from central London with excellent transport links, make it an attractive commuter area. However, this also increases housing demand, particularly for affordable housing, creating challenges when ensuring suitable accommodation for residents.

The Council recognises our increased responsibility and is committed to working closely with partners, applicants and housing agencies to offer advice and support to those in need. Where residents are at risk of homelessness we will strive to prevent it. If this is not possible, we will work to ensure that homelessness is brief, that it does not reoccur, and its impact on the individual, families and our communities is minimised.

To achieve this, we will build on the successes of our previous strategy, which included:

- Promoting Housing Options and advice services through partners, leading to earlier referrals.
- Partnering with Druglink and Resolve to expand the Housing First project, which helps rough sleepers with complex needs off the streets.

- Collaborating with the YMCA on the development of a new, more modern offer.
- Working with Citizen Advice in Welwyn Hatfield to provide more services for the homelessness prevention hub.
- Improved joint-working with Hertfordshire County Council.
- Increased partnerships with the private sector.
- Restructuring the housing options team to improve their effectiveness.
- Made improvements to our IT systems, increasing our capacity to manage caseloads.

Homelessness Approaches

Although progress has been made since the last strategy, broader social and economic changes have led to an increase in the number of homelessness approaches by around 10-15% a year.

Projecting forward we expected this trend to continue and in the short-term, an increase in approaches before wider social and economic improvements help reduce the level of increase. The early intervention approach will take time to significantly affect the amount of people coming into the system. Given these factors we are profiling a 15% year on year increase for the first two years.

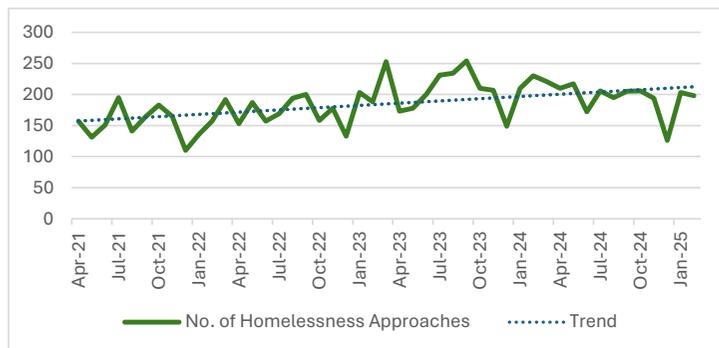


Figure 2: The number of monthly homelessness approaches in Welwyn Hatfield, April 2021 - Feb 2025 (solid line) and the trend over that period (dotted line).

The main reasons for homelessness approaches in Welwyn Hatfield have remained similar since our last strategy was published. These include family or friends no longer being willing or able to accommodate the person, the ending of private tenancies, domestic abuse and relationship breakdowns. In 2024/25, 33% of the assessed approaches were legally owed a duty as they were homeless or threatened with homelessness.

Table 1: Top five reasons for homelessness approaches

Reason for Homelessness Approach	No. of Approaches	
	2023/24	2024/25
Family or friends no longer willing or able to accommodate	237	182
End of private rented tenancy - assured shorthold	153	102
Domestic abuse (victim)	98	99

Non-violent relationship breakdown with partner	100	68
Eviction from supported housing	97	66

Homelessness Preventions

As the number of homelessness approaches have increased over time, so has the number of homelessness preventions. We work to prevent or relieve homelessness, including by working with partner organisations to offer mental health support, tenancy sustainment and advice, rent arrears relief, assisting with the cost of a new tenancy, and funding projects that provide supported accommodation.

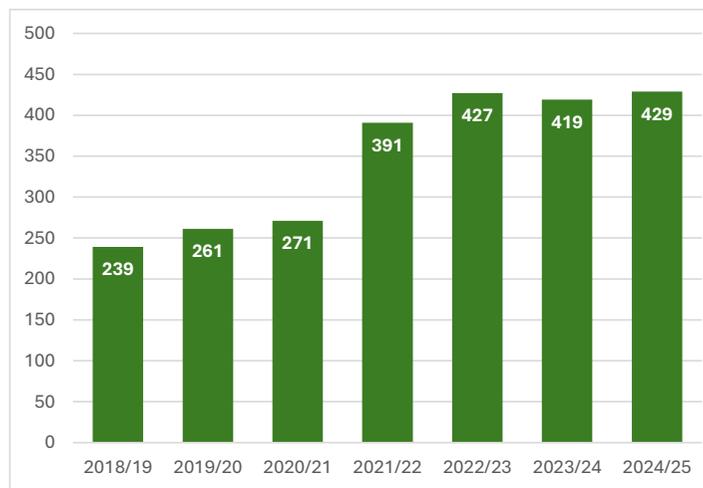


Figure 3: Annual number of homelessness preventions in Welwyn Hatfield

Temporary Accommodation and Housing Register

As a result of the increase of homelessness approaches and cases, the number households in temporary accommodation and on the housing register has also increased. A crucial reason for this is the lack of affordable and social housing within the borough to meet demand.

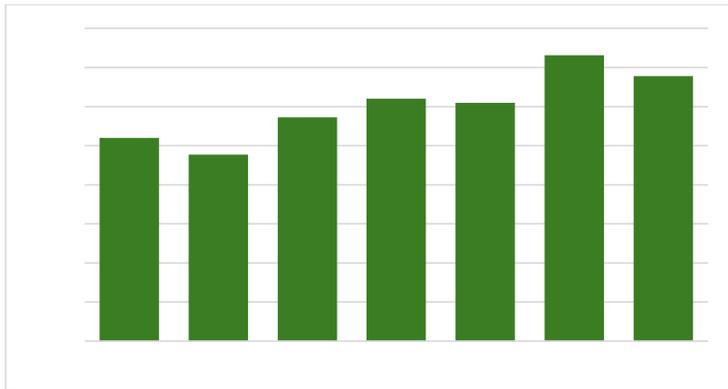


Figure 4: Number of households on the Welwyn Hatfield housing register on 1 April.

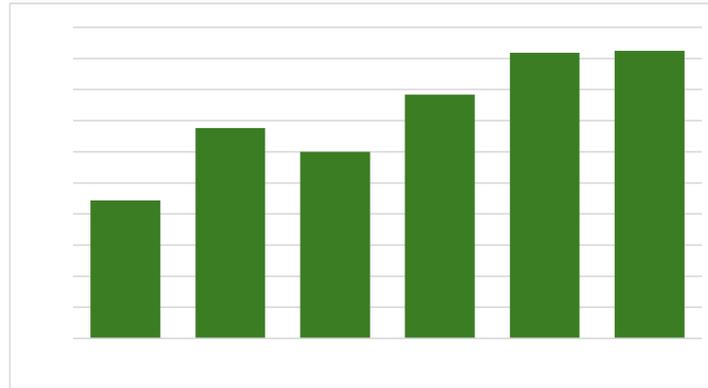


Figure 5: Number of households placed in temporary accommodation in Welwyn Hatfield.

Addressing the increased use of temporary accommodation in the borough is an urgent concern, particularly as some are housed in hotels and B&Bs. The Council holds 118 units of temporary accommodation, some of which have needed improvement. To this end, the Council is redeveloping two of our key temporary accommodation sites (Howland House and Burfield Close) with the support of grant funding from the Government. This means that these sites will continue to provide security and respite for individuals and families at their time of need.

The lack of sufficient move-on options has necessitated the use of costly night shelters and the placement of residents outside the borough, such as in Peterborough. Although these emergency measures are not ideal, they are necessary to meet our obligations and prevent people sleeping rough.

Rough Sleeping

Compared to an average of 8.1 people per 100,000 in England sleeping rough in 2024, the rate of 4.9 per 100,000 in Welwyn Hatfield continues to be low. These evidence-based figures are based on a snapshot count to provide an estimate of the number of people sleeping rough, following a methodology also used by 237 other local authorities.

The council and our partners conduct outreach work to contact people sleeping rough, or preparing to do so, so that they can be provided with accommodation. However, despite these efforts, not all individuals wish to engage with staff or support.

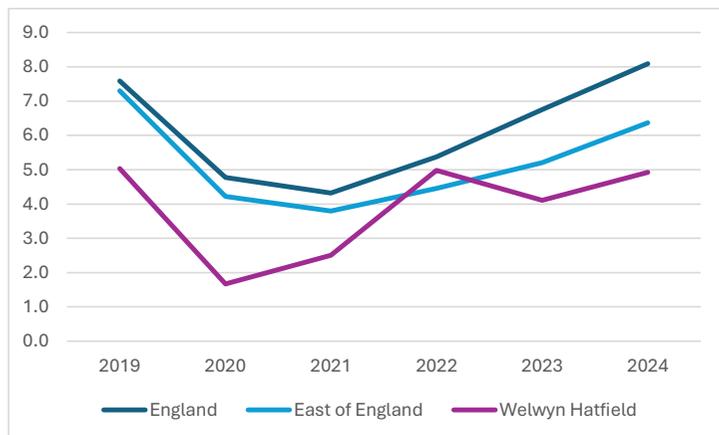


Figure 6: The number of rough sleepers in Welwyn Hatfield, the East of England region, and England as a whole, 2019-2024, (MHCLG).

Resourcing:

Our core homelessness services depend on Homelessness Prevention and Rough Sleeping Initiative grants from Government. These have been supplemented by accommodation grants from YMCA and Druglink, which have been instrumental to supporting our services.

However, there is uncertainty in the future provision and scale of these grants, which makes long-term planning more challenging. The Council will continue to seek additional funding as it becomes available and will continue to work in partnership with the third sector to provide support for residents in need.

The Council is committed to new temporary accommodation provision of 40+ units at Howlands House. In April 2026 the new bedspaces from the YMCA at Peartree will also come on stream. Working with partners, housing associations and our own voids team we are increase the supply or temporary accommodation available to those in need.

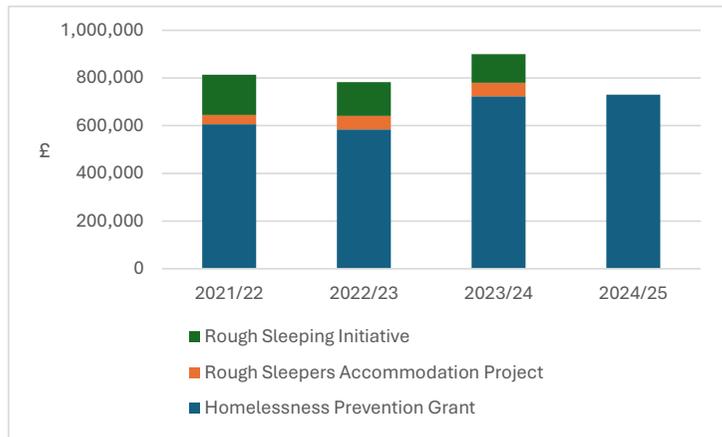


Figure 7: Combined grant funding from Government homelessness prevention and rough sleeping initiative grants and YMCA-Druglink Rough Sleepers Accommodation grants.

Stakeholder Engagement

Consultation

Our 2025 consultation sought feedback on the draft 2025-2029 strategy and we received 58 responses from residents and partners.

There was broad agreement with the vision and objectives of the strategy, with 89% of respondents either '*strongly agreeing*' or '*agreeing*' with each of the four main objectives.

A similar proportion thought that the strategy at least partly reflected the main challenges and needs of people experiencing homelessness in Welwyn Hatfield, but there was less confidence that it captured the voices of those people. Perhaps reflecting the complexity of the issues involved, most respondents were also unsure that the strategy would reduce homelessness and rough sleeping in the borough.

On priorities, there was strong support for improving the quality and availability of housing (emergency shelters, temporary accommodation, and social housing in general). Other feedback reflected the high demand for social housing, suggesting amendments to allocation policies, or that the Council should work harder to shorten void periods between tenancies.

There was also strong support for providing specialist services for the most vulnerable (e.g. drug and alcohol support, veterans and care leavers) and strengthening partnerships with local organisations. Respondents also highlighted issues around public safety, such as aggressive begging, women's safety and police enforcement.

These responses have been considered and, where possible, have informed changes to the strategy.

Outside of the formal consultation, we spoke with Welwyn Hatfield residents, our partner organisations and staff to better understand which interventions are successful and the needs of people who are homeless or sleeping rough.

What our residents say

Our summer 2023 community survey gathered feedback to help us better understand resident's perspectives on housing and homelessness within the borough. Council staff also sought feedback directly from residents, particularly those in temporary accommodation.

The community survey, with over 1,300 responses, ranked tackling homelessness within the borough as the third most important priorities for the local community. Through this survey, residents told us that we need to:

- "Ensure homelessness is addressed and support is provided".
- "Prevent homelessness by providing support to vulnerable people".
- "Find suitable accommodation for homeless people".

Residents recognised the necessity of more affordable housing, and the importance of planning for local needs, and many comments clearly indicated simply to "care for local people".

This survey fed directly into developing our corporate priorities. Most significantly, it encouraged our corporate aim to "support and prevent homelessness" under our wider vision of "homes to be proud of".

What our partners say

The Council collaborates with a range of partners and organisations to deliver varied support services for those in need. We are dedicated to maintaining and improving these support options and increasing public awareness and use of them.

Through consultations with our partners, several key strengths were identified: our determination to help in any way possible, strong communication, and the supportive relationships maintained by our housing officers.

Partners emphasised the importance of continuing to be responsive and flexible, as each homeless application presents unique challenges and must be treated on a case-by-case basis.

Our partners highlighted areas for improvement, including:

- Sharing relevant information from the start of each process to reduce repeat questions or delays.
- Standardising our housing support criteria to enhance service efficiency, especially when multiple people are involved or during handovers.
- Educating the public and council officers about homelessness to aid in reputation building and removing stigma.
- Improving support for move-on services.

Additionally, HCC Child Services emphasised the importance of understanding and fulfilling our role as a "corporate parent," particularly in supporting care leavers and considering their trauma. The Strategy accords with our partners work on local Health & Wellbeing Strategies, Economic Development Strategy as well as the Council's recently updated Child and Adult Safeguarding strategies, to

both protect our residents but give them better opportunities in health, housing and employment. Joint patrols with the Police and key providers will also be trialled.

What our staff say

Our frontline staff from the Housing Options, Housing Allocations and Temporary Accommodation teams stressed the increase of homelessness approaches and the numerous complex causes.

Staff highlighted the impacts and strain of the private rental section 21 evictions, and therefore the necessity of engaging further with private landlords and securing additional pathways to keep residents housed.

It was widely expressed that the increase in the number of households threatened with homelessness requires flexible services that engage and guide residents, encouraging proactive solutions and public education. Moreover, staff noted that while we offer a strong range of services and maintain good relationships, we must review them regularly to ensure their effectiveness.

Our staff highlighted the increase in complex needs among rough sleepers, which has risen particularly due to the mental health impacts of the pandemic. Partners and organisations need a better understanding individuals' complex needs to be able to better support those in need. Staff recognised the clear need for intermediate services, as many repeat returners do not fit the requirements of existing support options. To end rough sleeping, we must also provide services and accommodation for those with a wider range of vulnerabilities.

Homelessness Strategy

Our vision is to ensure that homelessness is brief, does not reoccur, that the harm to individuals and our communities is minimised, and it is prevented where possible.

The Council's homelessness review and consultation with our community suggests that the key priorities identified in our Housing and Homelessness Strategy 2019-2024 are still relevant today but require some refinement.

This strategy aims to build on the progress we have made since 2019 and enhance our services to meet demand that has risen in tandem with the national rate over recent years.

Our homelessness and rough sleeping work continues to operate with a series of constraints, such as limited resources to fund day-to-day services and a finite pool of emergency and temporary accommodation and social housing. While this brings challenges, it does not need limit our ambitions to support individuals and families during periods of need that can have profound implications for their lives.

Our work and our residents are supported by numerous national and local organisations and charities. We will deepen our co-operation with our partners so that we can offer improved and tailored support to those that need it.

Local targets (through action plans) will include: **Eliminate the use of B&B's for Families other than short-term emergency and halving long-term rough sleeping** by the 2029.

Supporting Individuals and Families

Early prevention: central to our vision is the early prevention of homelessness through targeted early help to help people avoid a crisis that may lead to homelessness.

Crisis response: where prevention is unsuccessful, we will provide personalised support for the household experiencing a crisis, accounting for their individual, and often complex, needs.

Re-housing and recovery: The council is then able to offer a range of emergency, temporary or supported accommodation to suit individual needs, as an interim measure before permanent re-housing.

Re-settlement: we will support people through the re-settlement process, including through tenancy sustainment advice and support. Working with our partners, we will maintain contact with people so that early prevention support, information and advice can be offered to help prevent repeat homelessness.

To deliver our vision we have developed four main aims, which are to:

1. Proactively prevent and relieve homelessness.
2. End rough sleeping within the borough.
3. Maximise the efficiency and effectiveness of our services.
4. Enhance housing options to meet resident's needs.

Aim 1: Proactively Prevent and Relieve Homelessness

Objectives	Actions
1. Implement legislative and policy framework	<ul style="list-style-type: none"> • Monitor national policy and legislative change and adapt our services in response. • Engage with Hertfordshire County Council (HCC) and MHCLG. • Provide appropriate training and advice for front-line staff.
2. Increase efforts to reduce and react to Domestic Violence	<ul style="list-style-type: none"> • Work with Survivors Against Domestic Abuse (SADA) to improve knowledge and implement it in our services. • Establish support pathways and housing for those fleeing Domestic Abuse and work with HCC's specialist Domestic Abuse service. • Maintain strong relationships with DV partners, including SADA, HCC, WelHat Women's Refuge and Safer Places.
3. Support service users to build resilience and self-sufficiency	<ul style="list-style-type: none"> • Collaborate with partners to implement tenancy sustainment and housing options workshops and advice sessions
4. Develop Homelessness Prevention protocol "eviction as last resort"	<ul style="list-style-type: none"> • Work with registered social landlords and supported housing providers to explore alternatives before eviction process begins. • Involve prevention services and partners before any possession action starts.
5. Uphold the Armed Forces Covenant	<ul style="list-style-type: none"> • Ensure housing officers and outreach services enquire about individual's veteran status and provide specialised support.

Aim 2: End Rough Sleeping within the Borough

Objectives	Actions
1. All people sleeping rough are in contact and engaging with outreach support	<ul style="list-style-type: none"> • Provide nightly support, including accommodation offers, for all rough sleepers and take enforcement action against those that refuse. • Apply the principles of Housing First throughout our services, through work with Homeless Link.
2. Develop and expand our relationships with partners	<ul style="list-style-type: none"> • Consult with partners to understand their requirements and opportunities for positive collaboration. • Organise and promote partnership meetings to improve collaboration.
3. Increase move-on options from temporary accommodation to reduce repeat cases	<ul style="list-style-type: none"> • Engage with temporary accommodation residents to inform them of their options. • Develop and promote intermediate support services.
4. Review emergency accommodation to provide warm and cool spaces, with a focus on winter provision	<ul style="list-style-type: none"> • Identify locations within the borough to provide warm/cool spaces. • Develop a new policy for emergency night provisions.
5. Improve support for those who are not owed an accommodation duty	<ul style="list-style-type: none"> • Work with partners to develop and provide intermediate support services. • Improve awareness and access to mental health, drug and alcohol support services for all residents through media communications.
7. Promote rough sleeper support services and increase public knowledge	<ul style="list-style-type: none"> • Create and distribute leaflets to describe the services and support available. • Host drop-in sessions to provide advice and support for those who may need the support services. • Develop the website to provide a range of information and support services to residents.

Aim 3: Maximise the efficiency and effectiveness of our services

Objectives	Actions
1. Consult with service users and residents	<ul style="list-style-type: none"> • Develop a feedback form to gather information from service users in TA and move-on accommodation. • Ensure there are representatives of residents/service users in cross-partnership meetings. • Ensure feedback is considered and incorporated into services.
2. Improve management of complex cases	<ul style="list-style-type: none"> • Hold regular multi-disciplinary team meetings to discuss complex cases.
3. Improve external services efficiency and effectiveness	<ul style="list-style-type: none"> • Review the efficiency and effectiveness of our external services. • Maintain records of service delivery. • Review service offering and rectify and missing provision.
4. Improve internal services efficiency and effectiveness	<ul style="list-style-type: none"> • Review the efficiency and effectiveness of our internal support services. • Maintain high service standards consistent with the Council's CORE values. • Review team staffing and identify any need for specialised positions.
5. Maximise access to funding and resources	<ul style="list-style-type: none"> • Monitor new funding opportunities from MHCLG and partners and submit funding bids, where eligible. • Determine the appropriate target funding level for our services.
6. Increase public knowledge of homelessness and our services	<ul style="list-style-type: none"> • Promote service in town centres and public buildings, e.g. GP surgeries, reception areas and libraries. • Develop an education campaign with our partners to inform the public about homelessness and how to help. • Support residents to access available services, including food banks, debt advice and health services.

Aim 4: Enhance Housing Options to Meet Resident's Needs

Objectives	Actions
1. Increase availability of Temporary Accommodation	<ul style="list-style-type: none"> • Complete redevelopment of Howlands House and Burfield Close. • Ensure adequate supply of temporary accommodation.
2. Strengthen the housing pathways for hospital discharges, care leavers, ex-offenders, veterans and people with mental health issues.	<ul style="list-style-type: none"> • Document and implement procedures and referral pathways for local hospitals, HCC adult and children's services, probation/prison services and MoD/ Armed Forces charities.

Detailed Actions Plans and Reviews

Detailed Action Plans for the periods 2026/2027 and 2028/2029 will be prepared to cover the measurable and targeted outcomes for the Strategy, including localised KPIs, timeline and success criteria. While these Action Plans will initially be based on the Aims and priorities outlined in the Strategy, reviews prior to and after each period will contribute to areas of focus and further interventions as the demands emerge and change.

Strategy KPIs, will be incorporated into the wider Council performance monitoring and management arrangements, including report monthly and quarterly to the relevant Portfolio Holders and through the Council performance clinic. The practical measures to deliver interventions with partners will also be detailed in each Action Plan. The Outcome frameworks will be incorporated into the reporting measures.

Targeted interventions for high-risk groups, including private renters facing eviction, care leavers, victims of domestic abuse, will be covered in each Action Plan. Support for individual vulnerable groups, including People with disabilities; Veterans; Young people/care leavers; People leaving prison; and Gypsies and Travellers will be addressed in detail in the Action Plans. During 2026, the Council, with support from Stevenage Council, is trialing a one-year arrangement (with the opportunity to extend) to providing support for those being dispersed following a successful asylum claim.

Appendices

Appendix A: Defining Homelessness and threatened with homelessness.

A person is homeless if they have no accommodation available for their occupation, in the UK or elsewhere, which they—

- a) Are entitled to occupy by virtue of an interest in it or by virtue of an order of a court,
- b) Have an express or implied licence to occupy, or
- c) Occupy as a residence by virtue of any enactment or rule of law giving him the right to remain in occupation or restricting the right of another person to recover possession.

A person is also homeless if they have accommodation but—

- a) They cannot secure entry to it, or
- b) It is probable that occupation of it will lead to violence from some other person residing in it or to threats of violence from some other person residing in it and likely to carry out the threats, or
- c) It consists of a moveable structure, vehicle or vessel designed or adapted for human habitation and there is no place where he is entitled or permitted both to place it and to reside in it.

A person shall not be treated as having accommodation unless it is accommodation which it would be reasonable for them to continue to occupy.

A person is threatened with homelessness if it is likely that he will become homeless within 56 days.

Appendix B: Key Successes

- Improvements and streamlined IT systems have helped to cope with caseloads.
- Promoting housing options and advice services has been successful through partners with earlier referrals.
- Work with Druglink and Resolve to expand the Housing First project to assist rough sleepers with complex needs off the streets was successful and we continue to maintain a good working relationship.
- Worked with the YMCA on the redevelopment of a new, more modern offer.
- Begun working with Welwyn Hatfield's Citizen Advice on more services for the homelessness prevention hub.
- Joint working with HCC has improved and continues to work well.

Improved relations/partnerships with the private rental sector.

Appendix C: Outcome Frameworks

Figure 7.2a Outcomes Framework for local government

Priority outcome	To prevent and reduce homelessness and rough sleeping				
Priority outcome metrics	Households with children in temporary accommodation	Families in B&B over 6 weeks	Success at preventing and relieving homelessness Sub metric: for those experiencing multiple disadvantages	People sleeping rough on a single night	People sleeping rough over the month who are long term
Standardisation	Rate; per 1,000 households	Number of households	Percentage of all duties owned where homelessness was prevented or relieved	Number of people	

Appendix D: Corporate Vision and Priorities

Community
at our
HEART

<p>H</p> <p>Homes to be proud of</p>	<p>E</p> <p>Enable an economy that delivers for everyone</p>	<p>A</p> <p>Action on Climate Change</p>	<p>R</p> <p>Run an effective council</p>	<p>T</p> <p>Together, create opportunities for our communities</p>
<ul style="list-style-type: none"> Build new social and affordable homes High-quality homes for all Support and prevent homelessness Plan for future homes in the right places 	<ul style="list-style-type: none"> Champion local businesses Support vibrant town centres Enable access to amenities in our neighbourhood centres Boost the economy in rural areas 	<ul style="list-style-type: none"> Renew our commitments to be a net zero Council by 2030 Step up climate change adaptation and mitigation measures Lead by example and encourage others to make positive change Increase and promote biodiversity 	<ul style="list-style-type: none"> Be accessible Be accountable and adopt a first time right approach Make financial decisions to deliver efficient and quality services Build our reputation, locally and with partners 	<ul style="list-style-type: none"> Be proud of our environment and heritage Promote health and wellbeing through local leisure and cultural opportunities Celebrate our diverse cultures and communities Help us feel safer where we live

WE WILL BE: **COLLABORATIVE OPEN RESPONSIBLE EXCELLENT**