

Rough Sleeping and Housing Demand									
1 - Backlog									
Action	Deadline	Status Update	September 2025 Update	October 2025 Update	November 2025 Update	December 2025 Update	January 2026 Update	RAG	Outcome
1.1	01/09/2026	Part-complete	w/e 05.09.25: - No in Approach = 926 - No. in Prevention = 317 - No. in Relief = 672 - No. Full duty = 1041 Backlog team of 5 has started to expecting decrease over next period.	w/e 10.10.25: - No in Approach = 786 - No. in Prevention = 338 - No. in Relief = 711 - No. Full duty = 1030 Cases in approach significantly down - Closed cases ave = 50 w/e 20.10 Overdue in relief significantly down to 605	w/e 19.11.25: - No in Approach = 705 - No. in Prevention = 358 - No. in Relief = 698 - No. Full duty = 1076 Cases in approach significantly down - over 200 in 2 months Closed cases ave = 50 w/e 20.10 Overdue in relief significantly down to 605	w/e 18.12.25: - No. in Approach = 573 - No. in Prevention = 355 - No. in Relief = 630 - No. Full duty = 1145 Cases in approach significantly down - over 300 in Q3 2025/26 Closed cases ave = 50 Overdue in relief backlog still high at 503.	w/e 23.01.26: - No in Approach = 339 - No. in Prevention = 352 - No. in Relief = 624 - No. Full duty = 1174 Cases in approach continues to decrease. Closed cases ave = 50 (no change) Overdue in relief backlog still high at 516	Complete	figsaw is recording all historical and live cases accurately. In relief cases are reduced to less than 50
1.2	Mar-26	Part complete	c. 249 difference over last 6 weeks in figsaw placement ref and NEC tenancy start date. Seeking a dedicated data person to take control of data	08.10 - No additional resource is available. Have commissioned additional figsaw reports to help track reconciliation issues. 22.10 - meeting with MC requested.	19.11 - EPC complete and PO issued. MI will start to develop the dashboards. Recruitment freeze so no dedicated resource for data - But enough data inaccuracy for a business case.	05.12 - still at risk due to recruitment freeze. Seeking to share business support with TA 18.12 - new Early intervention compliance and tidying up data. Will be up and running in Jan. Meeting MRI 19.12 re. new data requirements and reports. Will raise with [DDaT] to update dashboard.	26.01 - w/e 23.01.26 - EPC going forward to share 2 days / week each. Resource in place (Joe) - working on PRS compliance Backlog of In Relief cases - target now August 2026	Complete	figsaw and NEC data sets align. Data integrity is accurate and auditable
2 - Early Intervention									
Action	Deadline	Status Update						RAG	Outcome
2.1	Aug-25	Complete						Complete	
2.2	04/10/2025 04/09/2026 01/04/2026	Part-complete	Strategy has been completed. Co-design outstanding. SOP paper still being drafted	08.10 - officers have met re. the strategy. SOP drafted, FA to edit and get final comments before sign-off. 22.10 - still gathering comments and refining SOP. Looking for final sign-off in October still.	19.11 - transformation team working on the Policy and SOP's. Aiming to have policy in place and procedures refined by Jan 2026	05.12 - transformation team planning in the workshops by end Dec / early Jan. Still on track for January for policy and procedure. 18.12 - workshops held. On track for January completion.	26.01 - Workshops have been completed (15th Jan) Now drafting the process maps. Next steps will be agree process document and eligibility checklist.	Complete	
2.3	Sep-25	Complete						Complete	Case load per officer within target; throughput to prevention outcomes; reduced duty applications.
2.4	Oct-25	Complete						Complete	
2.5	Feb-26	Not started		08.10 - no update	19.11 - no update	05.11 - will use additional HPG to get 2x outreach workers to work from Brixwell. On track for Feb 2026 18.12 - EPC being submitted to CLT 7th Wednesday.	26.01 - EPC has been approved. 1x recruit starts 2nd February. 1x recruit still waiting confirm start dates.	Complete	% clients with multi-need plan; prevention rate for hub users.
2.6	Nov-25	Complete		08.10 - agreement has been completed but need to agree the process. 22.10 - Finance now requesting EPC request for all incentive payments - adds time and admin overhead. Also now having to re-visit DHP process.	19.11 - everything in place (e.g. incentive payments) bar Rent Guarantee Scheme. Risk because of S14 and finance constraints.	05.11 - 12 incentive payments in 2 weeks. 18.12 - 13 preventions = c. £1.3m cost avoidance	26.01 - A total of 39 preventions since we started tracking in detail = cost avoidance of approx. £3.3m. C. 50 properties have been procured and awaiting households to place into.	Complete	% DHPs used for % of incentive payments x of LA, signed up to Rent Guarantee Scheme prevention; average £ cost per prevention; 6/12-month tenancy sustainment.
2.7	Mar-26	Part-complete		08.10 - finders fee scheme is now enhanced. Waiting for web page to be updated. FA will take this on personally. 22.10 - [TA Resource] and [DDaT] now working on the website updates.	19.11 - Enhanced FF scheme, now part of the Transformation Teams brief.	05.12 - FF continues. Also use DHP. [TA Resource] working on web pages. Landlord portal - will not start until next year. Link in to TA / Move on team. 18.12 - [TA Resource] is finalising web updates - aim to load January 26 DDaT Board - not on Board Pack	26.01 - [TA Resource] has final draft of webpages. Final review of new pages Jan / Feb. Property portal - Now using the figsaw accommodation module - 90% of properties are now on the portal. Landlord portal - now at risk with resource challenges in DDaT team.	Complete	Number of PRS lets via scheme; cost per let; 6/12-month sustainment.
2.8	Feb-26	Part-complete		FA to speak to UK re. Cabinet paper to agree payments to this cohort. Also need to consider additional priority on housing register. 08.10 - no update 22.10 - final amendment will be updated once we know if the allocations policy can give priority to Excluders.	19.11 - still dependent on the revised allocations policy so as households can move up quickly.	05.12 - link into new allocation policy 12.11 - CT launch meeting w/c 15th December. Have moved into project phase.	26.01 - Waiting for new allocations policy - waiting to see if that will give preference to excluders. Basically its cash incentives vs better banding in allocations policy.	Complete	Number of inclusions prevented; average stay length extended; TA avoidances.
2.9	Jan-26	Complete		Will start once team is fully up and running. 1x resource recruited and started.	08.10 - 1x resource started.			Complete	Visit-to-prevention conversion; cost per prevention; staff safety incidents = 0.
2.10	Aug-26	Part-complete		Will be aiming to implement this earlier - the evaluation of the EI project is critical to the new structure required. FA monitoring the EI team on a daily basis.	08.10 - FA framework for officers now in place. Overall EI evaluation can't be done until annual review of officer XPS	19.11 - remains open until Aug 2026 - 1 year after go-live.	05.12 - ongoing.	26.01 - Evaluation to date has proven vital in driving up performance e.g. number of cases in prevention and number of cases in relief significantly down. Early intervention finders fee is proving an excellent return on investment.	Preventions vs baseline; TA rights avoided; cost avoidance vs target.

2. Rough Sleeping									
Action	Deadline	Status Update	September 2025 Update					RAG	Outcome
3.1	04/04/2026 01/04/2026	Part-complete	Need to recruit to a new role - aim to start September 2026	08.10 - no update. FA will chase AC 22.10 - advert live 22.10	19.11 - had to pause and re-submit new EPC because of recruitment freeze. Going to EPC panel w/c 19.11.	05.12 - Candidates are identified. Awaiting interview dates. 18.12 - FA has taken over. Have increased rates to match market. Working with Ashley (Matrix) - being re-published 18.12. Look to recruit by Jan 2026.	26.01 - Candidates identified not suitable i.e. IAA accreditation is essential.		Clear NDRF protocol and referral pathway - quicker access to immigration/legal advice; more sustainable resolutions (status grants/reconnection where appropriate); reduced rough sleeping and reliance on emergency support among NRFF cohort.
3.2	04/04/2026 01/04/2026	Part-complete	Need to recruit to a new role - aim to start September 2026	08.10 - no update. FA will chase AC 22.10 - interviews complete by end of Oct.	19.11 - had to pause and re-submit new EPC because of recruitment freeze. Going to EPC panel w/c 19.11.	05.12 - Candidates are identified. Awaiting interview dates. 18.12 - see note above	26.01 - 2x recruited. 1x navigator and 1x complex need navigator. Both will be on board by end of January. Seeking to recruit 1 additional resource with new funding.		Increased engagement of entrenched rough sleepers; co-ordinated multi-agency support plans; More moves into appropriate accommodation with wrap-around support; higher tenancy sustainment and fewer returns to the street.
3.3	04/04/2026 01/04/2026	Part-complete	This is an ongoing task but need targets for move on. FA to give further consideration of the targets required.	08.10 - no update. FA will chase AC 22.10 - new hostel due to come on line in Jan 2026.	19.11 - had to pause and re-submit new EPC because of recruitment freeze. Going to EPC panel w/c 19.11.	05.12 - Candidates are identified. Awaiting interview dates. 18.12 - see note above	26.01 - No update - FA will pick this up.		Reduced tenancy failure/evictions and returns to TA; rent arrears prevented/reduced and budgeting support in place; improved stability, independence and community integration for clients; cost avoidance across homelessness services.
3.4	04/04/2026 01/04/2026	Part-complete	There is an FTE vacancy - need to recruit to it asap. Note - this post would be funded by Social Services.	08.10 - funding secured for Oct 25 - Dec 25. Will start work immediately on recruitment. 22.10 - advert out 22.10	19.11 - EPC being presented at CLT on 19.11. EPC endorsed by IK.	05.12 - Candidates are identified. Awaiting interview dates. 18.12 - see note above	26.01 - Not been able to recruit social worker. Joint appointment with social services.		Increased Care Act assessments and eligible care packages for rough sleepers; improved care, health and housing plans; safer placements (e.g. supported/sheltered) with appropriate care; improved long-term stability/ safeguarding and reduced crisis/A&E use.
3. Improved Case management									
4.1	Mar-26	Part-complete	Starting from a low base with lots of new staff and staff churn. Weekly stand-ups for Bola. Starting with Julie asap.	08.10 - continuing to progress well with new KPI pack. Have attended Court with landlord services for first time 07.10. 22.10 - recruitment has identified specialists that are making an impact. Light touch with backlog, more intensive development for the BAU team.	19.11 - Weekly performance management meetings now in place. Targets have now been set.	05.12 Team leader has identified the training. Training budget in place. Aim to deliver trauma based training linked to DA being delivered in Jan / Feb 2026. Other training needs to be identified by transformation workshops on policy	26.01 - Trauma training - now moved to Spring 2026. FF to follow-up with team leads in 1 to 1's re. what other training is required. None identified in this period.		Quarterly training and development audits
4.2	Nov-25	Part-complete	We need to bring all E1 team to have training and process alignment. Linked to other SOP.	08.10 - one landlord approached but many more to deal with. FA to explore if formal approval is required for rent guarantee scheme - may need to accrue into a sinking fund to cover payouts. 22.10 - landlord spreadsheet expanded - has 13 landlords listed with 3 in the pipeline.	19.11 - more landlords being added regularly. See link. Senior officers have embraced the new KPI regime. Feeling very engaged.	05.12 39 cases and 50 properties.		% negotiated resolutions; arrears reduced; sustainment at 672 months.	
4.3	Dec-25	Complete	Some is BAU and will be strengthened for the E1 and Rough sleeping team. On-going work to strengthen the relationships. Joint SLA being drafted with health care partners.	08.10 - SLA with care partners to be provided asap. Updated Domestic Abuse policy to include homeless input. i.e. assessment on DA is done before they present as homeless. 22.10 - FA still working with care parts of the business. 16-17 year old protocol now drafted and FA adding comments. Now focussing on early alerts with public health teams - aim to finish by Christmas.	19.11 - meeting with children first, adult social care are ongoing. Expanding out to meet public health to identify cohorts who are close to homelessness. DA policy - team has been involved. About to be published. 16-17 yr old policy - submitting final amendments. Likely to go live in Dec 2025.	05.12 DA policy not published yet, with Social Services. 16-17yr - still with Children's Services for final review. 18.12 - DA Policy and 16-17yr old policy still with lead services for sign-off. Single persons pathway (with ASC) now developed and in place. Public Health - to identify early intervention cases. Safer discharge team (Hospital step down) - ongoing working relationship.		Referrals completed; joint outcomes achieved; tenancy sustainment improvements.	
4. Improved Communication									
4.1	Feb-26	Part complete	Working closely with Tan and DDa. Very reliant on DDa and also close working on landlord form with TA team. DDa's first draft of specification is not fit for purpose.	08.10 - FA to liaise with Jemma Red' asap. 22.10 - FA and Holly on content and Tan will update the site. Benchmarking to Redbridge and Westminster websites. Now need to focus on updating resident engagement to do mailshots at critical times of the year. Also looking to do more with GP services to help give them some high level questions to ask patients. Debt advice in partnership with CAB	19.11 - Website - Holly has benchmarked, scope of pages agreed, in process of drafting content. Mailshots - FA will attempt to get cons out before. Working with Holly and corporate resident engagement. GP services - linked to the public health and hub development. Bola to lead on this. CAB - E1 team referring to CAB now. Transformation to be escalated.	19.11 - Website - meeting Holly 5 05.12. Mailshots - no update. CAB - E1 team referring to CAB now - ongoing. 18.12 Now just improving the website that is critical.	26.01 - Holly will have new web pages up in Feb 2026. Mailshots were for Christmas only. CAB link is now firmly established.		Web engagement; referrals via portal; landlord sign-ups.

6 - NEC and Data										
Action	Deadline	Status Update						RAG	Outcome	
6.1	Jigsaw / NEC Integration	Feb-26	Part complete	New MS Automate solution being explored by DDaT. But no funding or project commissioned to date. Requirements sent Sept 2025. Awaiting update.	Still waiting for DDaT automation solution. FA investigating improved reporting. Jigsaw will integrate to NEC but requires us to have the Jigsaw allocations module / CBL module. FA / JW / AC to take forward. 22.10 - no update from DDaT	19.11 - Still waiting for DDaT to update on solution and costs of automation solution. Unlikely to proceed as direction of travel is for NEC CBL solution.	18.12 DDaT Board reporting that this is on track. Business not in agreement. QLP advise possible solution using Manifest.	26.01 - RMI confirm no inbound API is available unless commercially viable. It is not viable. Robotic Automation being investigated but expensive and no demonstrable track record of success. Action now impacted by overall review of NEC and soft market test as contract runs out.	Red	To have a robust ICT software solution with accurate data and agreed workflows: - Jigsaw / NEC integration workflows - accurate data.
6.2	CRM	Feb-26	Not started		08.10 - trying to influence the DDaT work pgm. Would be helpful for triage matters. 22.10 - no update from DDaT	19.11 Now part of the transformation piece.	18.12 No update. Have raised with QLP. Is there a workaround?	26.01 - No further update.	Red	To capture all contact with Rough sleepers and housing demand teams.
6.3	Jigsaw modules and automated workflow	Mar-26	Not started		New Oct 2025 Housing demand to use Jigsaw modules more effectively. E.g. can documentation gathered at assessment stage be easily transferred to TA and Allocations teams. 22.10 - having to revert to a manual process to complete housing application once full-duty accepted.	19.11 - no update Now need to escalate but need DDaT and MRI to meet.	18.12 Functionality is there but no funding available. Will FA have time to write the EPC (i.e. under £1k?) - probably not.	26.01 - Still no funding to improve Jigsaw functionality. Now further at risk due to soft market test / extension of NEC contracts.	Red	
6.4	Implement LFT	Mar-26	Part-complete					26.01 - New activity added. Low Income Family Tracker - to identify households at risk of financial hardship and homelessness. Industry standard application used y many other Councils.	Green	
7 - Fair Funding Review - Simplifying Grant for Prevention and IA										
Action	Deadline	Status Update						RAG	Outcome	
7.1	Ensure we fully understand implications for SBC and ensure grant funding is allocated correctly to front line activities	Mar-26	Part complete			From June to August 2025, the Government consulted on local government funding reforms from 2026-27. It specifically consulted on proposals to simplify the funding landscape, aiming to reduce the number of individual grants to local government and provide authorities with greater flexibility and discretion on funding. As part of these plans, Government set out proposals to consolidate homelessness and rough sleeping funding	05.12 Award was £195k. Looking to use it 2x outreach worker, 1x procurement officer, 3x triage / options officers. FA has sent high level business case to LK to ensure grant money is retained within the business. 18.12 - EPC being drafted	26.01 - Allocation of MHCLG and other funding now clear and transparent. E.g. new £195k being used for early intervention.	Blue	To have a robust, fit for purpose Homelessness and TA strategy Complete