

Homelessness Strategy 2017–21 Action Plan

| Action | Output | Timescale | Lead Role | Partners | Resources |
|---|---|---|---|--|--|
| Objective 1: Prevent homelessness and sustain tenancies | | | | | |
| Priority 1: Provide a housing options prevention service to all clients | | | | | |
| 1.1 Improve the functionality, take up and effectiveness of the Housing Options Self-Help Tool | <ul style="list-style-type: none"> • A 50% increase in usage | <ul style="list-style-type: none"> • Years 1-2: 20% • Years 3-4: 20% • Year 5: 10% | <ul style="list-style-type: none"> • Housing Needs Manager / Tenancy Team Leader | | <ul style="list-style-type: none"> • Staff |
| 1.2 Explore opportunities to have a dedicated money advice service | <ul style="list-style-type: none"> • Secure funding for an in-house money advisor | <ul style="list-style-type: none"> • Year 1 | <ul style="list-style-type: none"> • Housing Services Manager | | <ul style="list-style-type: none"> • DCLG funding bids / Council funding |
| 1.3 Undertake a targeted financial awareness campaign through social media channels to raise awareness of financial responsibility, budgeting skills and help services | <ul style="list-style-type: none"> • Increase in take up of council and specialist money advice services | <ul style="list-style-type: none"> • Year 1: First campaign • Years 2 -5 : Series of targeted topic based campaigns | <ul style="list-style-type: none"> • Housing Needs Manager | <ul style="list-style-type: none"> • Community Debt Advice • Citizens Advice Bureau • Raven Housing Trust | <ul style="list-style-type: none"> • Staff • In-house ICT • DCLF funding bids |

| Action | Output | Timescale | Lead Role | Partners | Resources |
|--|--|---|--|--|---|
| 1.4 Set up a Homeless Forum to strengthen information sharing, dialogue and partnership working with a range of organisations providing services to our clients | <ul style="list-style-type: none"> Active Forum in place influencing & shaping homelessness services | <ul style="list-style-type: none"> Year 1: Homelessness Forum established and meeting bi annually | <ul style="list-style-type: none"> Housing Services Manager | <ul style="list-style-type: none"> Supported housing providers Raven HT and other housing providers Support providers Voluntary sector (CAB, CDA etc.) Statutory agencies | <ul style="list-style-type: none"> Staff |
| Priority 2: Ensure clients are referred to support services to get into housing or sustain their current housing | | | | | |
| 1.5 Work with partners to identify and support the most vulnerable clients to prevent homelessness | <ul style="list-style-type: none"> Supported housing assessment meetings established Deliver tailored group workshops to vulnerable clients and services | <ul style="list-style-type: none"> Year 1: Meetings set up regularly Years 2-5: on going panel meetings | <ul style="list-style-type: none"> Housing Needs Manager | <ul style="list-style-type: none"> Supported housing providers Family Support Team Housing support providers Statutory agencies | <ul style="list-style-type: none"> Staff |
| 1.6 Work with supported housing providers to manage the impacts of reduced Housing Related Support Grant and changes to cap housing benefits | <ul style="list-style-type: none"> Funding maintained for core supported housing services | <ul style="list-style-type: none"> Year 1-2: assess impacts to changes in funding programmes Year 3-5: respond to any changes in funding arrangements | <ul style="list-style-type: none"> Housing Services Manager | <ul style="list-style-type: none"> Supported housing providers Surrey County Council Housing Benefit | <ul style="list-style-type: none"> Staff |

| Action | Output | Timescale | Lead Role | Partners | Resources |
|---|---|---|--|--|---|
| 1.7 Establish a supported housing referral panel to assess potential clients needs and jointly agree a housing pathway | <ul style="list-style-type: none"> Panel established agreeing housing pathways for individual clients and managing available supported housing places Reduction in number of unsuccessful referrals & tenancies | <ul style="list-style-type: none"> Year 1: Panel established Year 2-5: Regularly panel meetings operating with | <ul style="list-style-type: none"> Housing Needs Manager | <ul style="list-style-type: none"> Supported housing providers Mental Health Services Adult Social Care Probation Services | <ul style="list-style-type: none"> Staff |
| Priority 3: Ensure victims of domestic abuse are referred to support services and given timely advice and assistance | | | | | |
| 1.8 Monitor the number of enquiries from victims of domestic abuse, ensure housing service staff are trained to recognise and respond appropriately to victims | <ul style="list-style-type: none"> Annual statistics collected on enquiries and analysed 6 monthly Staff receive training updates Improved recording and analysis of outcomes for victims | <ul style="list-style-type: none"> Year 1: Collection and analysis of statistics Year 2-5: Establishing programme to respond post-analysis | <ul style="list-style-type: none"> Housing Needs Manager | <ul style="list-style-type: none"> RBWA ESDAS Surrey Police MARAC | <ul style="list-style-type: none"> Staff SCC Training programmes Sanctuary Scheme Surrey Police RBWA |
| Priority 4: Provide support and assistance to single homeless people | | | | | |
| 1.11 Secure further resources to enable the No Second Night Out local scheme eSOS to take on the No First Night Out approach | <ul style="list-style-type: none"> Submit a bid to the DCLG Rough Sleeping Grant Fund Subject to a successful bid: Create a hub for | <ul style="list-style-type: none"> Year 1: secure DCLG funding, purchase support, expand eSOS staff, identify a hub and additional support beds, support | <ul style="list-style-type: none"> Housing Services Manager | <ul style="list-style-type: none"> Mole Valley DC Epsom & Ewell BC Tandridge DC Stoneham Housing / Home Group | <ul style="list-style-type: none"> DCLG grant funding Accommodation provided by partners Funding from the four local authority |

| Action | Output | Timescale | Lead Role | Partners | Resources |
|--|---|--|---|---|---|
| and continue to operate across East Surrey | rough sleeping professional services <ul style="list-style-type: none"> Secure professional services such as mental health Increase number of eSOS staff by 2.5 FTE Secure additional short-term beds in the borough for rough sleepers. | rough sleepers <ul style="list-style-type: none"> Year 2 on-going service operation and search for further service funding. Years 3 onwards: ongoing service subject to funding availability | | <ul style="list-style-type: none"> Raven Housing Trust Community Mental Health Team I-Access Police Probation Surrey County Council | partners |
| 1.12 Investigate the options for securing a more permanent direct access hostel for homeless people | <ul style="list-style-type: none"> Secure premises and partner to operate hostel | <ul style="list-style-type: none"> Year 1-5: on going | <ul style="list-style-type: none"> Housing Services Manager | <ul style="list-style-type: none"> TBC | <ul style="list-style-type: none"> TBC |
| Objective 2: Increase the supply of private rented accommodation available to people at risk of homelessness | | | | | |
| Priority 1: Improve access to suitable private rented accommodation for households at risk of homelessness or experiencing homelessness | | | | | |
| 2.1 Operate an 18 month enhanced NextStep Rent Deposit Pilot Scheme | <ul style="list-style-type: none"> Secure an additional 75 new private sector tenancies of which 5-10 are homeless duty discharges | <ul style="list-style-type: none"> 18 month pilot starting February 2017 | <ul style="list-style-type: none"> Housing Strategy and Projects Manager | <ul style="list-style-type: none"> NextStep | <ul style="list-style-type: none"> Staff NextStep £117,900 Corporate Plan Delivery Funding |

| Action | Output | Timescale | Lead Role | Partners | Resources |
|---|---|--|---|--|---|
| 2.2 Secure continued funding of the Repossession Prevention and implement recovery measures such as interest free loans to enable the money provided through the fund to be recycled to assist more households | <ul style="list-style-type: none"> Set up payment recovery scheme Collection rates of 70% achieved 25% increase in number of households assisted | <ul style="list-style-type: none"> Year 1: set up scheme Year 2-5: operate scheme | <ul style="list-style-type: none"> Housing Services Manager | <ul style="list-style-type: none"> None | <ul style="list-style-type: none"> Staff ICT Funding |
| 2.3 Continue to operate the Rent Guarantor Scheme for suitable households at risk of homelessness and share good practise with other Councils | <ul style="list-style-type: none"> Eligible households assisted Share good practise through National Practitioner Support Service (NPSS) | <ul style="list-style-type: none"> Year 1-5: On-going | <ul style="list-style-type: none"> Housing Needs Manager | | <ul style="list-style-type: none"> Staff |
| Objective 3: Work in partnership to minimise the impact of welfare reform on our residents and improve access to employment opportunities for people in housing need and at risk of homelessness | | | | | |
| Priority 1: Deliver a multi-agency support service to assist residents affected by welfare reform to prevent homelessness | | | | | |
| 3.1 Work in partnership to minimise homelessness arising from welfare | <ul style="list-style-type: none"> Partnership Agreement in place setting out roles, responsibilities | <ul style="list-style-type: none"> Year 1: partnership agreement in place Year 2 onwards | <ul style="list-style-type: none"> Housing Needs Manager / Tenancy Team Leader | <ul style="list-style-type: none"> Benefits Team DWP | <ul style="list-style-type: none"> Staff DCLG Funding |

| Action | Output | Timescale | Lead Role | Partners | Resources |
|--|--|--|---|---|--|
| reform through the provision of on-going advice and support to affected households | and actions for identifying & responding to households <ul style="list-style-type: none"> • 100% of affected households contacted and given advice & support to manage | support implemented and results monitored | | | |
| Priority 2: Work in partnership to maximise access to employment and prevent homelessness | | | | | |
| 3.2 Provide support to deliver the Pathway to Employment project to assist households in housing insecurity get closer to work and prevent homelessness | <ul style="list-style-type: none"> • Refer all qualifying households • Support Raven HT to deliver: <ul style="list-style-type: none"> • 135 individuals assisted to become work ready or enter employment of which: <ul style="list-style-type: none"> • 50 unemployed assisted • 80 people assisted who are economically inactive • 20 people with a disability • 12% of those enrolled move to education or training | <ul style="list-style-type: none"> • Year 1-5: On-going | <ul style="list-style-type: none"> • Raven Housing Trust | <ul style="list-style-type: none"> • Raven Housing Trust | <ul style="list-style-type: none"> • Raven Housing Trust • Staff |

| Action | Output | Timescale | Lead Role | Partners | Resources |
|---|--|---|--|--|---|
| | <ul style="list-style-type: none"> • 25% of economically inactive when joining move into job searching • | | | | |
| 3.3 Work with partners to provide support to assist unemployed people to develop their business ideas and move into paid work and prevent homelessness | <ul style="list-style-type: none"> • 100 people attend the 'Let's do Business' programme per year. • £40,000 Business Support Grants given to new business ventures | <ul style="list-style-type: none"> • Programme of annual events held | <ul style="list-style-type: none"> • RBBC Business & Community Engagement Manager | <ul style="list-style-type: none"> • Raven HT • Job Centre Redhill • Housing Benefit | <ul style="list-style-type: none"> • Staff • Grants |
| Priority 3: Prepare for the implementation of Universal Credit, working with partners to develop support for affected vulnerable residents | | | | | |
| 3.4 Housing services to participate in the development of local arrangements for implementation of Universal Credit to minimise the risk of homelessness arising from benefit change | <ul style="list-style-type: none"> • UC implementation programme set up with full understanding and agreement of Benefits and Housing Teams • Impact on homelessness is minimal following full UC implementation in 2018 | <ul style="list-style-type: none"> • Year 1: preparing for implementation of UC • Year 2-5: activating UC programme | <ul style="list-style-type: none"> • Housing Benefit | <ul style="list-style-type: none"> • Housing Benefit • CDA • RBWA • Jobcentre Plus / DWP • Supported Housing Providers • Raven Housing Trust | <ul style="list-style-type: none"> • Staff |

| Action | Output | Timescale | Lead Role | Partners | Resources |
|--|--|---|---|---|--|
| 3.5 Identify resources to deliver more money advice services in partnership with voluntary sector and other local partners | <ul style="list-style-type: none"> Council voluntary sector grant secured by Community Debt Advice for a paid staff member | <ul style="list-style-type: none"> Years 1-5 | <ul style="list-style-type: none"> Housing Services Manager | <ul style="list-style-type: none"> CDA NextStep | <ul style="list-style-type: none"> DCLG homelessness grant funding |
| Objective 4: Reduce the use of bed and breakfast accommodation | | | | | |
| Priority 1: Assist homeless households owed a re-housing duty into suitable private rented accommodation | | | | | |
| 4.1 Work in partnership with NextStep to discharge the Council's homelessness duty into suitable private rented accommodation | <ul style="list-style-type: none"> Achieve 15 private sector discharges per year of the pilot enhanced service | <ul style="list-style-type: none"> Year 1: 5% Year 2-3: 10% Year 4-5: 10% | <ul style="list-style-type: none"> Housing Options Team | <ul style="list-style-type: none"> NextStep Housing Benefit | <ul style="list-style-type: none"> Staff Repossession Prevention Fund Corporate Plan Delivery Funding |
| Priority 2: Provide more temporary accommodation in the borough to reduce the use of out of borough placements | | | | | |
| 4.2 Reduce the use of out of borough emergency accommodation through the acquisition of Council owned | <ul style="list-style-type: none"> Purchase premises to deliver 25 units of emergency accommodation Reduce expenditure on B&B by £150,00 pa per 10 units | <ul style="list-style-type: none"> Year 1: Set up first emergency accommodation facility Year 2-3: source additional premises | <ul style="list-style-type: none"> Housing Strategy & Projects Manager | <ul style="list-style-type: none"> Planning Policy and development Legal | <ul style="list-style-type: none"> Staff |

| Action | Output | Timescale | Lead Role | Partners | Resources |
|---|--|------------------|------------------|-----------------|------------------|
| temporary accommodation in the borough | delivered <ul style="list-style-type: none">• Employ a RBBC emergency accommodation and temporary accommodation manager | | | | |