

**Environment and Community Panel - 4 July 2017**  
**Appendix 3 – Review of Homelessness Strategy Action Plan 2015-2019**

**Priority 1 - Early intervention to prevent homelessness whenever possible**

<b>Action</b>	<b>Key tasks</b>	<b>Timescale</b>	<b>Responsibility/lead</b>	<b>Resources</b>	<b>Progress</b>
Improve communications and awareness with public and partners – increasing awareness of realistic housing options	Undertake a review of information and communication including website and on line Housing Options	2014-15	Housing Services Operations Manager	Review to be undertaken within existing resources. On line housing options subject to costs and budget availability	Information and communications reviewed . Housing Options online developed but full implementation dependant on wider issues including impacts of Homelessness Reduction Act
	Hold 2 Housing Options Forums per year	Twice a year	Housing Options Manager	Within existing resources	Undertaken via alternative thematic forums/visits to offices

Review best practice and seek continuous improvements	Undertake a review of ways in which services are delivered Consider developing the GOLD standard	2015-16  Ongoing	Housing Services Operations Manager	Within existing resources	Ongoing including as part of the Homeconnections Project. Changes took place in 2016/17 and will continue. Details in main report and Appendix 1
Maximise role of Homechoice scheme	Keep under review the use of Insecure Accommodation Awards Ensure the needs of (potentially) homeless people are taken into account in review of Social Housing Allocations Policy	Ongoing and as Policy is reviewed	Senior Allocations Officer	Within existing resources	Ongoing – to be further reviewed in next year due to Homelessness Reduction Act 2017
Minimise households becoming homeless at the end of Flexible (fixed term) tenancies	Develop protocols with Registered Providers in final year of Flexible (fixed term) tenancies Implement as appropriate Review Tenancy Strategy	2017/18	Housing Strategy Officer	Within existing resources	Discussions took place with key partners in June 2017 and impacts on the risk of homelessness appear to be minimal
Implementation of a multi agency	Early Help Hub is about making sure that the right	Ongoing	Housing Options Manager with	Within existing resources	Ongoing

Early Help Hub lead by Children's Services.	support is available as soon as someone needs it and reducing the need for intrusive crisis level interventions.		Norfolk County Council + partners	Any new service subject to review and budgetary provision	
Review debt and income advice for public including potential for joint commissioning, pooled funding and service re-design	Establish a baseline assessment of debt and income services in West Norfolk Scope options and map outcomes, governance and monitoring framework Review opportunities for increasing awareness in schools Commission relevant services – potentially jointly with others Monitor	2015/16	Policy & Partnership, Rev's & Bens, Housing Options Manager & Finance Team	Assessment within existing resources Changes subject to budgetary provision	Completed New services commissioned in July 2016 Ongoing monitoring will review implementation and any issues arising
Prepare for implementation of Universal Credit in West Norfolk	Co-ordinate awareness and activity through Welfare Reform Group  Undertake information and awareness campaigns for public and partners	Ongoing – quarterly meetings  2015-16	Council Information Centre Manager with internal and external partners	Within existing resources	Revenues and Benefits Manager lead Ongoing Detailed plan for implementation of Universal Credit will be developed

					by 1 January 2018
Review Debt Policies with Registered Providers	Undertake a review of existing debt policies and procedures Identify impacts on homeseekers including homeless people and Registered Providers	2015-16	Senior Allocations Officer/Housing Options Manager with Registered Providers	Within existing resources	Ongoing
Review existing and introduce new tenancy sustainment protocols with partner organisations	Work with Registered Providers and support workers to review especially in relation to any changes in service or funding Involve Norfolk County Council in tenancy sustainment work at an early stage Revise in relation to impact from Universal Credit	Ongoing  Ongoing  2016/17  2017/18	Housing Options Manager	Within existing resources	Under review – see main report and Appendix 1      Under review, see main report and Appendix 1

### **Underlying principles in day to day work**

- Develop early intervention initiatives and maximise homelessness preventions through Home Options approach
- Implement discharge of duty through Private Rented Sector Offers where possible
- Consideration of Private Sector Leasing opportunities (added 2016 review)

### **Corporate targets – annual targets monitored quarterly**

- Number of homelessness acceptances – seek to minimise
- Number of households in temporary accommodation – seek to minimise

**Priority 2 - Working to ensure an appropriate supply of good quality affordable accommodation in both private and public sectors**

<b>Action</b>	<b>Key tasks</b>	<b>Timescale</b>	<b>Responsibility/lead</b>	<b>Resources</b>	<b>Progress</b>
Review funding mechanisms to bring forward development – including cross-subsidy, co-investment and private investment	Continue to investigate innovative mechanisms and bring forward proposals	2015/16	Housing Strategy Officer	Review within existing resources	Actively considering new investment such as housing for rent or sale as part of Council Efficiency Plan
Explore opportunities to invest in housing using existing commuted sums and land holdings	Review following the creation of a Local Authority Housing Company	2015/16	Housing Strategy Officer	Review within existing resources	LHC inception September 2016. HCA registration nearing completion
Make best use of homes in the social sector including increasing supply of family and other homes to help prevent and	Encourage the development of under-occupation initiatives with Registered Providers Report and monitor at Homechoice Partnership meetings Review potential for de-	2015/16  Twice a year  2015/16	Senior Housing Allocations Officer   Housing Strategy	Within existing resources	Ongoing

tackle homelessness	designation having regard to housing demand and turnover Review the potential for a social housing tenancy fraud initiative	2015/16	Officer Housing Service Operations Manager/Legal Service Manager with Registered Providers		Audit team lead. Detail on council website. Ongoing work once potential fraud identified. Detail and reporting mechanism on website
Deliver the empty homes scheme with Freebridge Community Housing to bring homes back into use	Achieve target of 40 homes	By 31 March 2015	Housing Development Officer	Within existing staffing resources but scheme utilising HCA and FCH funding	Achieved
Review the outcomes and opportunities arising from the Shared Housing Schemes	Set up a project group Agree outcomes and objectives Develop evidence base Produce a report and agreed actions for the future as appropriate	2016/17	Housing Services Operations Manager, Housing Strategy Officer, Housing Options Manager with partners	Project Group and assessment within existing resources Any new plans subject to resource availability	Work has been done with FCH and Purfleet Trust. This will be kept under review
Work with Freebridge Community Housing (FCH) to	Review demand and turnover for housing – by type, area and other factors	2015/16	Housing Strategy Officer (with FCH)	Within existing resources	Ongoing Enhanced information provided to FCH

review demand for housing and make best use of existing stock					regularly from Spring 2017 following implementation of new software
Secure sufficient, appropriate temporary accommodation to meet the immediate needs of homeless households	Regularly review use of temporary accommodation and move on Review models of temporary accommodation and funding e.g. temporary accommodation subsidy	Ongoing Formal review and reporting quarterly	Housing Options Manager	Review within existing resources Future development dependant on resource availability	Ongoing Reviewed and reported on monthly basis Work continues on funding streams including impact of changes or cessation of temporary accommodation subsidy – see Mainreport/Appendix 1

### **Underlying principles in day to day work**

- Respond to any funding opportunities that come forward to develop accommodation or services and support appropriate bids – as occur
- Continue to use planning powers and housing enabling role to bring forward new affordable housing
- Work in partnership to bring forward unviable sites – all –
- Utilising new infrastructure funding streams from the HCA to help increase the supply of new housing – added 2016 Review

### **Corporate targets – annual targets monitored quarterly**

- Number of new social housing units – seek to maximise

**Priority 3 – Working together to support households with more complex needs**

<b>Action</b>	<b>Key tasks</b>	<b>Timescale</b>	<b>Responsibility/lead</b>	<b>Resources</b>	<b>Progress</b>
Ensure housing pathways and protocols are agreed and reviewed with partners for key client groups	Review 16/17 year old homelessness protocol	2015/16	Housing Options Manager – with Norfolk County Council	Within existing resources	Completed
	Review intentionally homeless families protocol	2016/17	Housing Options Manager		Completed
Seek to ensure that homelessness is recognised as a priority for action with Health and Social Care partners – amended 2016 Review	Review hospital discharge protocol				Further work will be needed in light of Homelessness Reduction Act 2017
	Develop a rolling programme to review including mental health services				
Seek to ensure that homelessness is recognised as a priority for action with Health and Social Care partners – amended 2016 Review	Ensure representatives are regularly briefed	Ongoing	Housing Services Operations Manager	Within existing resources	Briefing undertaken Ongoing work channelled through JSNA
	Support the development of Joint Strategic Needs Assessment	Ongoing	Housing Strategy Officer		
	Review the need to develop a robust Evidence Base for health and homelessness	2015/16	Housing Strategy Officer		
Improved data	Develop through	Ongoing	Housing Options	Within existing	Norfolk wide and



sharing across organisations including mental health review possibility of county wide data sharing agreement	Partnership bodies and as part of review of protocols		Manager with partners	resources	local agreements in place
Work in partnership to develop suitable housing and support for those with complex needs	Ensure representation on Supporting People Groups Review need for new specialist housing	Ongoing	Housing Services Manager  Housing Strategy Officer	Within existing resources Any new development subject to available funding	Ongoing – see main report and Appendix 1
Review the impact of No Second Night Out	Review and produce a report	2016	Housing Options Manager	Within existing resources	Reports produced and to be kept under review

### **Underlying principles in day to day work**

- Continue to work with organisations who assist with helping rough sleepers to reconnect, re-engage and leave the streets
- Respond to any funding opportunities that come forward to develop accommodation or services and support appropriate bids
- Support partnership working whenever possible and in a manner which maximises dialogue and joint work but minimises unproductive time

### **National data**

- Undertake annual rough sleeper assessment

