

Environment and Community Panel - 6 July 2016
Appendix 3 – Review of Homelessness Strategy Action Plan 2015-2019

Priority 1 - Early intervention to prevent homelessness whenever possible

Action	Key tasks	Timescale	Responsibility/lead	Resources	Progress
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	Under way. Website information reviewed and to be released as part of Corporate launch Online and self help advice reviewed and to be implemented as part of Homeconnections project
	Hold 2 Housing Options Forums per year	Twice a year	Housing Options Manager	Within existing resources	Undertaken via alternative thematic forums
Review best practice and seek	Undertake a review of ways in which services	2015-16	Housing Services Operations	Within existing resources	Ongoing and as part of the

continuous improvements	are delivered Consider developing the GOLD standard	Ongoing	Manager		Homeconnections Project
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
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	Due 2017/18
Implementation of a multi agency Early Help Hub lead by Children's Services.	Early Help Hub is about making sure that the right support is available as soon as someone needs it and reducing the need for intrusive crisis level interventions.	Ongoing	Housing Options Manager with Norfolk County Council + partners	Within existing resources Any new service subject to review and budgetary provision	Ongoing
Review debt and income advice for	Establish a baseline assessment of debt and	2015/16	Policy & Partnership,	Assessment within existing resources	Completed New services

public including potential for joint commissioning, pooled funding and service re-design	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		Rev's & Bens, Housing Options Manager & Finance Team	Changes subject to budgetary provision	commissioned with implementation in July 2016
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	Completed Revenues and Benefits Manager lead
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 Further analysis will be possible once Homeconnections business information completed with

					greater reporting ability
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	Housing Options Manager	Within existing resources	Ongoing Due 2016/17

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

Action	Key tasks	Timescale	Responsibility/lead	Resources	Progress
Review funding mechanism 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	Ongoing
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	Ongoing
Make best use of home in the social sector including increasing supply of family and other homes to help prevent and tackle homelessness	Encourage the development of under-occupation initiatives with Registered Providers Report and monitor at Homechoice Partnership meetings	2015/16 Twice a year	Senior Housing Allocations Officer	Within existing resources	Ongoing
	Review potential for de-designation having regard to housing demand and turnover	2015/16	Housing Strategy Officer		
		2015/16	Housing Service		

	Review the potential for a social housing tenancy fraud initiative		Operations Manager/Legal Service Manager with Registered Providers		being led by Audit team. Training and partnership event October 2015. First conviction January 2016
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. There are now 6 shared houses in the area and this will be kept under review
Work with Freebridge Community Housing (FCH) to review demand for housing and make best use of	Review demand and turnover for housing – by type, area and other factors	2015/16	Housing Strategy Officer (with FCH)	Within existing resources	Ongoing

existing stock					
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

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

Action	Key tasks	Timescale	Responsibility/lead	Resources	Progress
Ensure housing	Review 16/17 year old	2015/16	Housing Options	Within existing	Completed

pathways and protocols are agreed and reviewed with partners for key client groups	homelessness protocol Review intentionally homeless families protocol Review hospital discharge protocol Develop a rolling programme to review including mental health services	2016/17	Manager – with Norfolk County Council Housing Options Manager	resources	Completed Relative priorities to be reviewed including priority for mental health and tenancy sustainment protocols
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 Support the development of Joint Strategic Needs Assessment Review the need to develop a robust Evidence Base for health and homelessness	Ongoing Ongoing 2015/16	Housing Services Operations Manager Housing Strategy Officer Housing Strategy Officer	Within existing resources	Briefing undertaken Work channelled through JSNA
Improved data sharing across organisations including mental health review possibility of	Develop through Partnership bodies and as part of review of protocols	Ongoing	Housing Options Manager with partners	Within existing resources	Norfolk wide and local agreements in place

county wide data sharing agreement					
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	Commissioned a service delivered by The Purfleet Trust that supports people with complex needs
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