

Havant Borough Council

Homelessness and Rough Sleepers Strategy 2019-2024 Action Plan

PRIORITY 1: To ensure all our customers are provided with appropriate advice, assistance and support to enable them to address their housing needs and to lead independent lives. Emphasis to be on early intervention, building on existing services and continuously improving service delivery

No.	What	By When	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
1.1	Policies and procedures reviewed and regular staff training undertaken to ensure the requirements of the HRA 2017 are met	Revised annually	Housing Manager in consultation with the team	HRA and asset based assessment training completed with staff Policies and procedures review	All staff understand the HRA 2017 requirements and are able to operate in a compliant way	
1.2	All applicants to receive meaningful assessments and advice to reflect that the service is tailored to individuals' goals and aspirations	Ongoing	Housing Manager/Senior Housing Options Officers	Monthly case audits and individual staff supervision addressing any deficiencies	Asset based assessment is embedded in our service delivery	

No.	What	By When	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
1.3	Ensure that the IT system continues to be HRA and H-CLIC compliant and develop the reporting mechanisms to enable effective monitoring.	Annually	Housing Options and Advice Manager/HoS HHC Manager Civica	IT system that enables officers to meet HRA requirements	An IT solution that integrates with existing allocation and Housing register system. Reporting tools to ensure effective management information to identify trends etc.	
1.4	Conduct monthly light touch case audits to monitor service quality, compliance with HRA procedures and to inform any appropriate amendments to service delivery and performance management	Monthly from January 2020	Housing Options & Advice Manager	Case audit results discussed at team meetings and in 1-1s Findings addressed each month and service delivery improved	All staff working consistently All staff working in a procedurally compliant way Performance issues addressed Training needs identified	
1.5	Revise service performance indicators in light of the Homelessness Reduction Act changes.	April 2020	Head of Service /Housing Options & Advice Manager		Revised KPI measures to facilitate performance monitoring Cllrs and Executive Board are easily able to review performance	

No.	What	By When	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
1.6	Ensure staff and relevant agencies understand their responsibilities in relation to the 'Duty to Refer' (DTR) and appropriate process is established to comply with HRA – this links to the target in the Hampshire Health and Wellbeing Action plan target	February 2020	Housing Options & Advice Manager	DTR process fully understood by relevant agencies Procedure established to ensure a speedy and efficient response to DTR referrals	Partner agencies clear on their responsibilities and trained on DTR and how to refer KPI measures to facilitate performance monitoring	
1.7	Revise all literature and update website in plain English reflecting the HRA and asset based assessments to ensure customers know how and where to approach the service and what to expect	February 2020 and then ongoing	Housing Options & Advice Manager Communications team (to review literature)	Revise literature Publicise literature on website Develop range of self-help tools/packs available for download from the website Review and monitor annually	All literature will be up to date and reflect current services and any changes in legislation	

No.	What	By When	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
1.8	Review the Council's Scheme of Allocation and the Hampshire Home Choice Allocation Framework in light of the HRA and ensure it reflects local priorities	Annually	Housing Manager / HHC Manager	Amendments to the HHC framework agreed and implemented by HHC Board HHC and EHDC websites updated. Disseminate to all relevant partner agencies including Registered Providers.	Information is easy to understand and made available to customer on line, in the council offices and with partner agencies. Local lettings policies on all new developments to ensure balanced and sustainable communities	
1.9	Support the Hampshire Making Safe Scheme, by supporting victims of domestic abuse with options and information to enable them to remain safe in their homes in accordance with HRA17	April 2020 and ongoing	Housing Options & Advice Manager/HAOs Hampshire Making Safe Scheme Co-Ordinator	Appropriate changes made to literature Promotion of the services to registered providers and other key agencies	Updated information available to all staff, customers and partners	
1.10	To only use B&B when all other options have been considered.	ongoing	Housing Options & Advice Manager/HAOs	Reduction in the use of bed and breakfast against budget	Only using this form of accommodation in the event of an emergency and for no longer than 6 weeks.	

No.	What	By When	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
1.11	Review our current Private Rented Sector Offer with a view to increasing local PRS opportunities	January 2020 – March 2020 (and annually)	Housing Options & Advice Manager	<p>Assessment of good practice currently provided by other local authorities</p> <p>Produce a professional landlords pack and customers pack</p> <p>Have an agreed timescale for settling in visits and regular follow up visits during tenancy</p> <p>Develop/amend our offer</p> <p>Comprehensive communication and advertising</p>	<p>To maximise the number of private sector rental properties that HBC customers can access and to ensure the effectiveness of PRSOs</p> <p>To ensure excellent communication and support is provided to both landlord and tenant to enable customers to sustain their tenancy</p> <p>To ensure that tenants receive the assistance they need at an early stage to increase their chances of remaining in their private sector property</p>	

No.	What	By When	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
1.12	Undertake an annual training needs analysis of the Housing Options and Advice Team to ensure they have the skills to deliver the asset based model of delivery and remain HRA17 compliant	April 2020	Housing Manager	<p>Training content agreed.</p> <p>Training content to includes gaps identified in appraisals and case audit process as outlined above</p> <p>Delivery of session</p>	Delivery of training resulting in a fully skilled Team being fully up to date on current caselaw	
1.13	Housing Options & Advice Officers/Two Saints to remain in regular contact with customers who have triggered homelessness duties with regular “touch base” contact made		HAOs/Support Officers and Two Saints		<p>Ongoing support and knowledge of customer’s situations</p> <p>Sustained advice and assistance to move on from temporary accommodation</p> <p>Able to identify issues affecting customers throughout their journey</p> <p>Process focused towards agreeing and amending Personalised Housing Plans</p>	

No.	What	By When	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
1.14	Undertake visits / inspections to B&B establishments to monitor quality of accommodation being provided in those exceptional cases that require a B&B placement (all have been initially inspected by PSH but this is an ongoing check)	April 2020 and then as required	HAOs Environmental Health Officer	Visits conducted to main B&B providers used in placing homeless people	Identify any issues with the accommodation Discuss improvement plan with the owner / cease to use the establishment	
1.15	Ensure that all housing services staff are fully trained in respect of the housing options and support available to the Armed Forces Community in order to ensure the best advice available is provided when assisting them with their housing situations,	April 2020 and ongoing	Housing Manager (Options & Advice)	All staff have relevant briefings and kept up to date on changes to policies and are then equipped to advise appropriately	Those approaching for housing advice from the Armed Forces Community are fully informed of all their housing options	

PRIORITY 2: To deliver more sustainable housing solutions for those facing homelessness and on the Housing Register – with the emphasis on reducing the use of B&B, placement outside area and taking the opportunity to be creative and innovative

No.	What	By When	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
2.1	Deliver xxx affordable homes over the 3 year period.	March 2021	Housing Development Team/Housing Options and Advice Team/Planning Policy	Quarterly reviews/ Performance indicators to measure if delivery on track	Delivery of xxx (need to set target in February) homes. Provision of good quality and affordable housing considering all types of tenure type	
2.2	Review the Private Sector offer to customers	Summer 2020	Housing Manager Accommodation Liaison Officer Housing Options & Team	Review to start January 2020	Increase to the number of Landlords who want to work with us -reducing use of B&B	
2.3	Consider alternative forms of TA to reduce the use of bed and breakfast accommodation for young families and young people	December 2020 and ongoing	Housing Managers - Development/options and advice	Business case to Cabinet January 2020	Increase in TA Reduction in use of B&B Reduction in out of area placement Fewer families spending 6 weeks in B&B Singles having access to accommodation	

No.	What	By When	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
					Reduction in spend	
2.4	Introduce a Housing Strategy for the borough	Consultation to begin January 2020 with stakeholders	HoS/Housing Development Manager	To have a robust strategy that supports the delivery of affordable housing by being creative and innovative	Strategy in place by Winter 2020 Increase to housing delivery	
2.5	Review the supply of temporary accommodation and identify future local temporary accommodation needs and how these can be best met.	Begin review March 2020	Housing Options & Advice Manager/RPs who own TA	Sufficient level of temporary accommodation to address demand	Secure range and type of temporary accommodation to meet range of needs. Reduce use of bed and breakfast accommodation Reduction in costs	
2.6	To work with Two Saints on the refurbishment of Brent House	Dependent upon contracts	Housing Managers – Options & Advice /Development	Be part of the Project Team and ensure the mix reflects the required need	Refurbished and ready for occupation xxxxx (need to add after update from Two Saints at end of January 2020)	

PRIORITY 3: Prevent and relieve homelessness by working in partnership with all our statutory and non-statutory partners - the emphasis to identify people who may at risk of homelessness at the earliest opportunity and ensuring appropriate support can be accessed.

No.	What we will do?	When will we do it by?	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
3.1	Establish a Homelessness Partnership Forum	April 2020	Housing Manager	To ensure regular engagement with partners, sharing best practice	Continuous review of Action Plan	
3.2	Housing Options & Advice Officers to improve joint working with Mental Health, Learning Disabilities, Adult and Children's Services, Alcohol and Substance Misuse, Physical Health	Begin January 2020	Housing Options & Advice Manager	Identify specific professionals to maintain contact within each organisation.	To build up positive working relationships with these agencies, devise referral processes/protocols and share relevant information and data to prevent homelessness and meet the legislative requirements of the new Homelessness Reduction Act 2017 Supportive network of agencies in a multi-disciplinary framework available for individuals and households enabling them to attain their goals and ambitions	
3.3	Enable older people with disabilities to continue to live		PSH officers/In house OT HAOs		Enable older people to remain independent in their homes	

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	independently in their homes for as long as possible		HCC		Meeting need, making best use of any extra care and affordable housing stock in the borough. Preventing homelessness	
3.4	Devise an early intervention protocol with all Registered Providers in Havant to address factors such as arrears, anti-social behaviour and other issues that may have a negative impact on a customer sustaining their tenancy	December 2020	Housing Options & Advice Manager HAOs	Liaise with main partner RPs to devise a protocol. Widen the numbers of RPs included to ensure they are all working towards early intervention	RPs are ensuring that they contact the Housing Options & Team at a very early stage to prevent problems mounting up and ultimately enabling tenants to sustain their tenancy and prevent future evictions. A protocol is in place, working effectively to ensure tenants remain in their home and prevent homelessness. Customers receive structured multi-agency support where needed to maintain their tenancies. Tenancies are reviewed by RPs more regularly to avoid crisis.	
3.5	Work with Two Saints on the existing SLAs to	ongoing	Housing Options & Advice	Two Saints to attend weekly meeting with team	Appropriate community flexible support available to those who require it	

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	ensure appropriate support is in place for		Manager	Qtrly monitoring		
3.6	Liaise with Letting Agents to promote early signposting to Housing & Advice Options Team for tenants with arrears or other tenancy concerns to prevent homelessness	November 2020	HSOs//HAOs	Devise a professional pack of information to give to Lettings Agents	Build on current relationships with lettings agents to encourage them to inform their landlords and tenants about the services the Housing Options & Advice Team provide. Lettings Agents routinely provide information to customers resulting in less arrears or other tenancy concerns building and therefore a reduction in PRS evictions	
3.7	Review current practices in partnership with local prisons and probation service to develop identification and early intervention protocol to ensure people receive the right housing support and that all processes are HRA 2017 compliant.	April 2021	Housing Options & Advice Team	Meet with all local prisons/probation services. Devise a Protocol which all prisons and probation services can use. Collect data and monitor processes. Review annually	A positive working relationship is in place with prisons and the probationary service all working in partnership to increase the numbers of ex-offenders who successfully obtain and sustain their tenancies.	

No.	What we will do?	When will we do it by?	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
3.8	Review current practices in partnership with local hospitals to develop identification and early intervention protocol to ensure people receive the right housing support and that all processes are HRA 2017 compliant	Autumn 2020	Housing Options & Advice Team	<p>Identify the discharge leads within each hospital and liaise with them.</p> <p>Agree a Protocol.</p> <p>Collect data and monitor processes.</p> <p>Review annually</p>	<p>A process is in place to enable hospitals to refer clients to the Housing Options & Advice Team to assist with finding suitable accommodation prior to release from hospital</p> <p>All clients will be referred to the Housing Options & Advice Team and all services will have worked in partnership together to ensure the client is released from hospital to suitable accommodation</p>	
3.9	Housing Options & Advice Team to provide training as requested to partners regarding Hampshire Home Choice, bidding online, the lettings process, allocations policy, changes in homelessness legislation and its	ongoing	HAOs/Housing Manager		Partners are able to advise customers appropriately Customers receive consistent advice	

No.	What we will do?	When will we do it by?	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
	impact on agencies					
3.10	Ensure Housing Service uses locally gathered intelligence data as well as data available through central government and partner agencies to inform service development and delivery	April 2020 and then ongoing	HoS/Housing Manager	<p>Clear understanding of data available within service and externally</p> <p>Regular review of data against service delivery</p>	<p>Increased levels of homelessness prevented through targeted work using data analysis</p> <p>Predictive indices developed to highlight relevant cohorts and locations</p> <p>Services working together to target those cohorts and locations in the interests of early intervention</p>	

Priority 4: To understand the needs and requirements of those rough sleeping and sofa surfing within the area and provide sustainable solutions and options.

No.	What we will do?	When will we do it by?	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
4.1	Establish why high numbers of single people are continuing to sofa surf	October 2020	HAOs and Two Saints	Survey to be drafted and completed by August 2020 Analysis of data September Report October 2020	To reduce numbers rough sleeping and sofa surfing by offering solutions	
4.2	Develop a communications plan to educate the local community and partners about single homelessness	Summer 2020	HoS/Housing Manager/Communications Team	Ensure that messages about risk associated with donation cash to people on the street Appropriate press releases	Local residents do not inadvertently enable rough sleeping and sustain people on the street where there are offers of support being refused Local residents actively report incidences of rough sleeping Greater awareness and understanding of available services	
4.3	Review Severe Weather Emergency Provision (SWEP)	April 2020	Housing Manager/HAOs/Two Saints	Review 19/20 experience	Adequate SWEP provision in place Advertised appropriately Those accessing SEP are	

No.	What we will do?	When will we do it by?	Who will deliver this?	Milestones	Target/ Outcome	Comments / Status
	annually				engaged with by wider support services No-one sleeping rough during periods of bad weather (without clear offers of support) Those accessing SWEP do not return to the streets	
4.4	Continue to respond to reports of rough sleeping within 1 working day including outreach undertaken by the HAOs and Two Saints	ongoing	HAOs/Two Saints	All rough sleepers receive a visit and made offers of support	Local services respond rapidly to reports of rough sleeping No rough sleeping NFNO – no first night out Minimum standard no second night out	
4.5	Identify and engage with people who have been successfully accommodated, with a history of rough sleeping, to understand what works and what doesn't to inform future service changes	May 2020	Housing Manager		.. Insight with the benefit of lived experience Understanding what works and doesn't and then make required service changes	

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