

Appendix A – Action Plan

Ref	Objectives	Lead Role	Partners	Timeline	Measure of Success	2023/24
Objective One: Early intervention for homeless prevention						
1.1	<p>Grow the sustainment package, support with budgeting advice.</p> <p>Ensuring households are in receipt of the correct benefits, signposted to debt services, encouraged into work, training, volunteering or education</p>	<p>RBC Support Services and Temporary Accommodation Team, Magna Carta Lettings, Job centre</p>	<p>Credit Unions CAB Communications Team</p>	<p>Year 1-5</p>	<p>Customers are provided with a holistic service when approaching for housing advice, this will include detailed advice in the PHP</p> <p>Expand support provided to clients placed through MCL, regular viewings and support for tenant and landlord.</p> <p>Produce leaflets and handouts about how to sustain a tenancy</p> <p>A pathway to assist homeless households into work, training and volunteering is established</p>	<p>All service users who are placed by RBC utilising financial assistance (deposit and rent in advance) have been provided with a settling in package since January 2023, including those placed out of borough.</p> <p>Established a robust induction service to ensure anybody placed in TA and B&B has made the right benefit claim</p> <p>The level of support for clients in Temporary Accommodation has increased with a focus on financial sustainment and has shown a decrease in people in arrears in TA.</p> <p>Use of leaflets advising on managing money, seeking employment or voluntary work and life skills</p>



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						Sustainment packages are being managed using the new Support Services module to ensure consistent delivery and measurement of outcomes.
1.2	Improve the availability of good quality, easy to understand information	RBC housing	Communications team	Ongoing	<p>Leaflets and handouts produced</p> <p>Improved and detailed advice included in PHPs</p> <p>No complaints received un relation to the quality or access to information</p>	<p>Package of communication material has been developed and is being produced by Communications Team. E.g. User friendly leaflets for tenants facing possession action, electronic flyers on budgeting, volunteering or getting onto work and looking after your home / life skills</p> <p>Improved Personal Housing Plans (PHP) with clarity on actions to be completed by the service user and their Housing Solutions Officer with timescales</p>
1.3	Redesign website to include self-serve tools	RBC housing, ICT	Communication Team	Ongoing	<p>Updated website to reflect legislative changes, easy to use referral mechanisms for duty to refer and early notification of housing issues</p> <p>Website that</p>	<p>The Duty to Refer form has been improved to enable more comprehensive information to be captured.</p> <p>Work has progressed on the NEC Housing On Line account in preparation for Housing Advice, Homelessness and</p>



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					provides advice so that customers can self-serve	Allocations to be managed through personal accounts. Tenancy training videos are available on the website and new and TA tenants are directed to them.
1.4	Monitor, review and evaluate data to predict future trends of homelessness	RBC housing	Homelessness Task Group	Years 1-5	Regular data collection through HCLIC and internal reporting mechanisms	Working group established to analyse data and use it to develop prevention and move on strategies
Objective Two: Ensuring sufficient supply of accommodation						
2.1	Continue to make best use of existing housing stock	RBC housing, policy team, Housing Neighbourhood Services team			Mutual exchanges Downsizers Reciprocals Improve the perception of IRL to attract active downsizers. (Independent Retirement Living)	Increased support for people downsizing through the Hardship Fund and new Downsizing policy approved providing incentive payments to free up family size dwellings. Programme of changing 3 bedroom properties with two living rooms to 4 bed ongoing with appraisal when void. IRL upgrade planned in 3 schemes, consultancy in 2023/24 with works to be completed in financial year 24-5. IRLs It is hoped to make them more attractive to downsizers. The properties



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						are not difficult to let but ideally a proportion would be to people giving up family homes.
2.2	Review nomination agreements and maximise opportunities for future development	RBC housing, policyteam, planning	Registered providers, Surrey County Council	Year 1-5	<p>Regular monitoring of nominations agreements</p> <p>Maximum Affordable Housing achieved in all Section 106 agreements</p> <p>New social housing</p>	<p>Housing work closely with planning to optimise the level of Affordable housing, however in the current climate RPs have little interest in Section 106 properties and Developers are keen to transfer these to low cost home ownership products which do not prevent homelessness. with units reflecting local need and with a focus on requesting social rent.</p> <p>Close liaison with Surrey County Council regarding existing Scheme at Aldwyn Place. Working closely with partners to ensure effective and transparent referral process.</p>



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2.3	Explore estate regeneration	RBC housing, policy, planning	Registered providers and private developers	Year 1-5	Regeneration started of estates within the borough	Tendered exercise completed and contracted with for a multi-disciplinary Building Consultancy to progress the regeneration of the Parkside are of New Haw
2.4	Monitor and develop Magna Carta Lettings	RBC housing, Magna Carta Lettings	Private landlords, local landlords	Year 1-5	<p>Evolving service to ensure it is still competitive and attracts landlords. Develop our incentive packages to assist tenants such as those without access to a guarantor or 6 months rent in advance.</p> <p>Explore options for those found to be intentionally homeless.</p> <p>Focus on retaining existing Landlords and developing incentive packages</p>	<p>Rent rises and cost of living issues for tenants dependent on benefit or subject to the cap have resulted in increased difficulty in accessing private sector tenancy offers that are affordable.</p> <p>Reviewing MCL operations, finances and incentives</p>



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2.5	Focus on tenancy sustainment package and improve relationships with landlords	RBC housing, Magna Carta Lettings	Private landlords, Letting Agents	Year 1-5	<p>Continue to host landlord forums and events</p> <p>Provide information to landlords of the services we can provide encouraging early notification of issues to sustain tenancies.</p> <p>Introduce tenancy training for tenants and ensure tenants are ready for move on before securing accommodation</p>	<p>Landlord event to be held in 2024</p> <p>Tenancy Sustainment is available for all tenants on the managed service or let through MCL</p> <p>Successful preventions of MCL tenancies under threat through early intervention. This has minimised the impact on tenants whilst maintaining a positive relationship with the Landlord</p>
2.6	Explore shared ownership housing and access to within the borough	RBC housing, policy team, planning	Registered providers, Help to buy agents	Year 2-5	<p>Explore the opportunity of matching a tenants deposit to buy a home up to a certain limit by way of an interest free loan,</p> <p>Encourage customers to prevent their homelessness by exploring home ownership offers</p>	The cost of purchasing in the borough and Affordable rent payable on the remaining share requires a high annual income.



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2.7	Develop support for rough sleepers	RBC housing, policy,	Voluntary and community sector partners	Year 1-5	<p>Introduce shared house scheme for single homeless</p> <p>Access to food, clothing, health checks.</p> <p>Developing links with charities and local businesses</p> <p>Close monitoring of vocational and health needs of those rough sleepers including enabling the provision of COVID testing and access to COVID and other vaccines</p>	<p>Shared houses in operation</p> <p>Currently recruiting for a Housing Navigator. In the interim, all members of the team respond to reports of rough sleeping within our target deadlines</p> <p>Complex need applicants placed in the Housing Led properties continue to obtain support from Transform and RBC Sustainment Team.</p> <p>Vouchers are in use to provide food, travel, instant cash for rough sleepers if needed.</p> <p>Training delivered to staff to ensure best of use dedicated funding streams</p>
2.8	Continue to apply for relevant government funding for new initiatives	RBC housing, policy	DLUHC, other local authorities	Years 1-5	<p>Funding bid submitted for all relevant government funding or other funding streams to improve the homeless service</p> <p>Ongoing dialogue with DLUHC and other local authorities to ensure that all</p>	All funding streams have been applied to and the funding is delivering tangible outcomes.



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					<p>relevant funding opportunities are accessed</p> <p>Successful bid achieved and implemented including monitoring of outcomes.</p>	
Objective Three: Partnership working and holistic support						
3.1	Enhanced Personal Housing Plans, incorporating more than just housing advice	RBC housing	Homelessness Task Group	Year 3-5	<p>Enhanced PHPs produced and given to households facing homelessness. These to include information about health, gambling advice, drink, drug and smoking cessation.</p> <p>To include signposting to debt and credit unions and to generally give more information than just housing advice</p>	Consistent use of comprehensive plans. Officers have been trained on how to ensure compliance with the plans and ways to encourage compliance if this is lacking.
3.2	Continue and improve strong partnership relationships	RBC housing, local charities and businesses, hospitals, DA Refuge, Your Sanctuary and supported accommodation	Registered Providers, social service, supported housing providers	Year 1-5	<p>Continue to work together and develop services for the benefit of our mutual client groups</p> <p>Develop new incentives and</p>	New Mental Health Hospital Discharge procedure rolled out with training to improve the communication between professionals where mental health and housing are a barrier to a successful discharge



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					projects to best meet the needs of households	<p>Strong partnership working with supported accommodation providers such as Riverside and Transform.</p> <p>Development of an improved and robust referral and move on mechanism with clear pathways. Improvement of referral process, monitoring, timely move on to align properties with suitable clients and improve the turnover of units.</p> <p>Development of new lines of support for the Council's DA package through training for staff, improved links with Refuges and representation on DA Task and Finish Group</p>
Objective Four: Meet the needs of those in temporary accommodation						
4.1	Ensure B&B use is minimal	RBC housing, social services	Emergency accommodation providers	Years 1-5	<p>Set up of shared houses for single people</p> <p>Maintain low levels of B&B usage where possible by earlier intervention</p>	<p>Higher than usual use of B&B due to current economic climate and presentation of those with more complex needs requiring multi-agency support</p> <p>Established a B&B and TA</p>



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					<p>to prevent homelessness</p> <p>Ensure efficient move on from B&B to more sustainable housing</p> <p>Assess levels and trends of homeless approaches to ensure appropriate levels of housing are available, both private, social and temporary</p>	<p>monitoring group to ensure timely move on</p> <p>Using more in borough B&B where possible</p> <p>Ongoing training package being delivered to staff to ensure B&B use is kept minimal through improved prevention techniques</p> <p>Where we are providing interim accommodation this is done as soon as possible, very low levels of children in B&B. No breaches of statutory requirements in relation to the duration of B&B stays for families</p>
4.2	Introduce tenancy training and lifeskills to those in need in TA	RBC housing Sustainment, Benefits	RentStart, Citizens Advice, FUSE	Year 1-5	<p>Explore the opportunity to provide pre tenancy training.</p> <p>Explore the opportunities for online training for tenants to prepare them for a tenancy.</p>	Ongoing, Housing Solutions developing an online tool with certification for applicants



