

Appendix A – Action Plan

Ref	Objectives	Lead Role	Partners	Timeline	Measure of Success
Objective One: To focus on early intervention and prevention					
1.1	Identify where the most dominant 'touch points' with other agencies are to ensure early identification of intervention opportunities	Housing Solutions team	Homeless Intervention Forum RBC's Communities and Environmental Health team	Spring Year 1	Increased awareness of the agencies we need to target to ensure early referrals
1.2	Improve awareness of how to access our service amongst agencies and appropriate use of the duty to refer	Housing Solutions team	All agencies able to refer into the Duty to Refer pathway Homelessness Intervention Forum	Year 2	Embed training programmes, awareness leaflets, media campaigns to be distributed to GP surgeries, hospitals, Children's Centres
1.3	Re-launch the FUSE group as Homelessness Intervention Forum (HIF)	Housing Solutions	All partners joining the Homelessness Intervention Forum	Year 1	Well planned, outcome focused, regular meetings set up Establishment of a forum that works closely with the Council on a cross cutting agenda to ensure that wraparound and specialist support is provided to those approaching or referred to

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					our service as homeless or rough sleeping
1.4	Develop our landlord and lettings agents route to notify us of issues with tenants at the earliest opportunity	Magna Carta Lettings service TA & Support Staff	Landlords Housing Benefit team Environmental Health department	Year 1	Landlord route or referral process in place to allow early notification of a housing issue
1.5	Introduce a fast track route for partners notifying RBC of potential housing issues early so that proactive work can be undertaken to prevent homelessness.	Housing Solutions team	All partners	Year 2	Increase in the number of referrals at an earlier stage Positive feedback from partners about the early identification process
1.6	Improve links with Adult Social Care to meet the needs of households	Housing Solutions team	Surrey County Council	Year 2	Regular meetings with Adult Social Care including impactful contributions at Surrey Adults Matter meetings Early identification of joint pathways for people needing both services Further development of referral pathway for homeless households who may be intentionally homeless so that

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					<p>social services can support to relieve homelessness</p> <p>Stronger joint working with Surrey County Council on the Mental Health Protocol and any other health related protocols to focus on early intervention</p>
1.7	Focus on sustaining homes and keeping people in existing accommodation, where appropriate	<p>Housing Solutions team</p> <p>Magna Carta Lettings</p> <p>Housing Benefit team</p>	<p>All partners including: Social Services, prison and probation services, health services such as hospitals and GPs</p> <p>RBC Community services</p>	Year 2	<p>Strong knowledge and awareness by front line officers of negotiating with excluders</p> <p>Strong and competitive incentive package for landlords</p> <p>Maximising income for all households by utilising funding streams to ensure tenancies are sustained</p> <p>Expand on general budgeting advice and debt management.</p> <p>Develop our tenancy sustainment package to provide ongoing support for those where the existing tenancy has been salvaged</p>
1.8	Embed an ethos of savings for households from the moment of approach so that they can plan	Housing Solutions team	Citizen Advice	Year 1	Ensure that opening savings accounts is an integral part of

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	towards rent in advance, deposits, furniture	Policy team	Local banks and building societies		<p>the household budgeting work we carry out</p> <p>Improve awareness of the costs associated with housing and moving through Personalised Housing Plans (PHPs) and advice to households</p>
1.9	Develop the sustainment package, support with budgeting advice, ensuring households are in receipt of the correct benefits, signposted to debt services, encouraged into work, training, volunteering or education	<p>Temporary Accommodation & Support team</p> <p>Magna Carta Lettings service</p> <p>Job Centre Plus</p>	<p>Citizens Advice, Homelessness Intervention Forum</p> <p>Communications team</p> <p>Local colleagues, schools and businesses</p>	Year 1	<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 to customers placed through Magna Carta lettings with an integrated tenancy support programme</p> <p>Build on our existing communications package explaining how to sustain a tenancy</p> <p>Strengthen our pathway to assist homeless households into work, training and volunteering</p>

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1.10	Refresh existing pathway plans from prison leavers, care leavers, domestic abuse to ensure such cases are identified and swift, appropriate support is given	Housing Solutions team	Surrey County Council Probation Service Your Sanctuary Other domestic abuse partners	Year 2	Pathway plans are clear, up to date Training has been delivered to the stakeholders involved in the pathway to ensure a high level of understanding
1.11	Monitor, review and evaluate data to predict future trends of homelessness	Housing Solutions team	Homeless Intervention Forum	Years 1-3	Monthly data collection and analysis meetings Successful sharing of appropriate data with the Homelessness Intervention Forum Service improvements identified are acted on Timely data collection given through HCLIC and other central Government data requests
1.12	Closer liaison with Tenancy Services and the Housing Maintenance team	Housing Solutions team RBC Tenancy Services	Repairs contractors	Year 1	Regular meetings with relevant teams to discuss cases where tenancies are at risk Develop pathways and procedures to manage

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		RBC Housing Maintenance team			<p>emergency decants and ensure clear lines of communication and responsibility is fully embedded</p> <p>Staff training delivered and learning from that reflected in the correct application of the processes</p>
Objective Two: Provide holistic support for those experiencing rough sleeping and those with complex needs					
2.1	Review of the shared houses for single homeless people	<p>Housing Solutions Team</p> <p>RBC Maintenance team</p> <p>RBC Tenancy Services</p>	Homeless Intervention Forum	Year 2	<p>Review identifies successful outcomes and practices and areas to develop</p> <p>Timely move on with appropriate wraparound care provided to residents in the shared house</p> <p>A fully developed support package ensuring that all shared house residents have access to health and employment opportunities</p>
2.2	Continue to make best use of existing housing stock for single rough sleepers and where possible, identify potential new 'Housing Led' opportunities	<p>Housing Solutions team</p> <p>RBC Tenancy Services</p>	<p>Transform</p> <p>Other Registered Providers</p>		<p>Appropriate properties with strong wraparound care identified</p> <p>Promoting reciprocals</p>

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			Surrey County Council		Monitor data and information from Transform to consider the Scheme's continued purpose, success and potential to develop
2.3	Review of rough sleeper pathways	Housing Navigator	All partners	Year 1	<p>Relevant and updated pathways reflecting widely recognised best practice</p> <p>Monitoring of data shows tangible positive outcomes such as sustained employment or apprenticeships, increase in income, access to health care, realisation of aspirations such as contact with children</p>
2.4	Review nomination agreements with supported housing providers and registered providers to maximise move on opportunities	Housing Solutions team	<p>Registered providers</p> <p>Supported Housing Providers</p>	Year 2	<p>Regular monitoring of nominations agreements</p> <p>Robust referral in and out of process for supported housing providers</p> <p>Establishing an RP forum</p>
2.5	Focus on tenancy sustainment package and improve relationships with landlords	Housing Solutions team	<p>Private landlords</p> <p>Letting agents</p>	Year 1	Develop opportunities with landlords offering good quality HMOs

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		Magna Carta Lettings	Homeless Intervention Forum		<p>Renewed focus on the package we can offer those aged under 35</p> <p>Provide information to landlords of the services we can provide encouraging early notification of issues to sustain tenancies.</p> <p>Maximising income for single applicants</p> <p>Introduce tenancy training for tenants and ensure tenants are ready for move on before securing accommodation</p>
2.6	Develop support for rough sleepers	<p>Housing Solutions team</p> <p>Homeless Intervention Forum</p>	<p>Voluntary, faith and community sector partners</p> <p>RBC Communities team</p> <p>Surrey Housing Needs Managers</p> <p>Surrey County Council</p>	Year 2	<p>Develop access to food, clothing, health and dental care providers</p> <p>Developing links with local businesses to improve our existing initial welfare package</p> <p>Improved pathways with hospitals and prisons</p> <p>Ensure current funding streams are fully utilised and the 'personalisation budget' is maximised</p>

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					<p>Strong links with complex needs support providers such as substance misuse teams, Adult Social Care</p> <p>Stronger 'intel' on reported rough sleepers through the Homeless Intervention Forum</p>
2.7	Continue to apply for relevant government funding for new initiatives	<p>Head of Housing Solutions</p> <p>Bid Writer and Grants Officer</p>	MHCLG	Year 2	<p>Funding bids submitted for any available MHCLG funding with successful outcomes</p> <p>Positive feedback from meetings with HAST lead and RSI lead</p> <p>New funding streams identified</p>
2.8	Review of the Rough Sleeping No Second Night Out policy	Head of Housing Solutions	Homeless Intervention Forum	Year 2	<p>Ensure policy is still fit for purpose</p> <p>Strong training package for staff so that it is applied correctly</p> <p>A strong awareness campaign so all partners are aware of the policy</p> <p>Benchmark our approach across County wide and national rough sleeping services</p>

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Objective Three: Maximise 'move on' options					
3.1	New opportunities to work with Lettings agents and landlords in and around the vicinity of the borough	Magna Carta Lettings	Landlords Letting Agents	Year 3	<p>New landlords identified</p> <p>Review of our incentive package to ensure it is attractive</p> <p>Strong data analysis to ensure we are fully aware of the highest bedroom need so that landlords providing such type of properties are targeted</p> <p>Increase our options within the private rented sector, including shared properties for single people</p>
3.2	Refresh Personal Housing Plans to incorporate advice wider than just housing to maximise move on options such as how to search for properties	Housing Solutions Team	Homeless training providers Surrey Housing Needs Managers	Year 1	<p>Enhanced PHPs produced and given to households facing homelessness. These include information about health, gambling advice, drink, drug and smoking secession. To include signposting to debt and credit unions and to generally give more information than just housing advice</p> <p>Training delivered by Temporary Accommodation & Support</p>

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					Officers to enable the information in PHPs to be given in a more interactive manner
3.3	Weekly meetings to monitor the use of Bed and Breakfast to identify move on cases	Housing Solutions team	B&B, Nightly paid providers	Year 1	<p>Low use of bed and breakfast</p> <p>Reduced length of stay in bed and breakfast, nightly paid settings</p> <p>Swifter identification of move on opportunities from bed and breakfast</p> <p>Active liaison with the household to identify move on opportunities</p>
3.4	Closer monitoring of temporary accommodation usage	Housing Solutions team	<p>Supported housing providers</p> <p>Surrey County Council</p>	Years 1	<p>Robust analysis of TA reports</p> <p>Swifter identification of households with lengthy stay in TA</p> <p>Work with Surrey County Council in their monitoring of the needs of families in temporary accommodation</p>
3.5	Review of Runnymede's Out of Borough placement policy	Head of Housing Solutions	Homeless Intervention Forum	Year 2	Implementation of the refreshed policy to ensure that it remains legally compliant, fair,

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					transparent and reflective of local housing market challenges
3.6	Continue to make the best use of existing stock	Housing Allocations team	Registered Providers, RBC Tenancy Services	Year 1	<p>Review of current downsizing incentives, mutual exchanges and support for those in Independent Retirement Living</p> <p>Promote reciprocal arrangements with other social landlords</p> <p>Continue to work together and develop services for the benefit of our mutual client groups</p> <p>Review of our nominations agreements with Registered Providers to ensure we receive our nomination agreement quotas</p>
Objective Four: Work collectively with our partners to secure positive and sustained outcomes					

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4.1	Develop our partnership working programme with launch of our Homeless Intervention Forum	Housing Solutions team	Homelessness Intervention Forum	Year 1	Strong positive outcomes identified
4.2	Enhanced Personal Housing Plans, incorporating more than just housing advice	RBC housing, FUSE group	Homelessness Task Group, charities	Year 1	Enhanced PHPs produced and given to households facing homelessness. These to include information about health, gambling advice, drink, drug and smoking secession. To include signposting to debt and credit unions and to generally give more information than just housing advice Research best practice Nationally and abroad to develop our own projects
4.3	Strengthen our partnership working to develop our advice and assistance package for domestic abuse	Housing Solutions team	DA charities, Refuges Your Sanctuary DA training providers	Years 1	Clear, trauma focused pathways for domestic abuse survivors Identified best practice training for staff

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			Surrey County Council		Contribute effectively at the DA Executive Introduce a DA specialist with the team
4.4	Work with foodbank to give support to the users so that they can become independent of this resource	Housing Solutions team Foodbanks	Homeless Intervention forum Surrey County Council	Year 2	Develop a package to include budgeting advice and support to households in need of foodbank support Signpost to services to support affordable and healthy eating
4.5	Continue and improve strong partnership relationships, particularly for those with complex needs or requiring supported housing	Housing Solutions team Homeless Intervention Forum	Registered Providers Social service Supported housing providers	Years 1-3	Continue to work together and develop services for the benefit of our mutual client groups Undertake training sessions for our partners so that there is mutual understanding of what is required for efficient and effective referrals so that we can provide support to homeless households quickly Develop new incentives and projects to best meet the needs of households

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4.6	Provide a holistic solutions approach, not just housing. i.e. support to get people back to work, education, training or volunteering. Signposting to relevant service such as debt and health	Housing Solutions team Homeless Intervention Forum	Social services, Citizens Advice, voluntary agencies Surrey County Council	Year 1-3	Clear pathways established to agencies who have specialist knowledge in dealing with complex needs Households supported into employment, volunteering and training Better engagement with initiatives by Surrey County Council such as input into the Mental Health Protocol Households receive a benefit assessment to ensure in receipt of all appropriate benefits and supported to register for those entitled to but not receiving.