

# Waverley Borough Council

## Homelessness Strategy

2018 – 2023

### *Contents*

	Page
Foreword by Housing Portfolio Holder	2
Introduction	3
1. Waverley's Homelessness Strategy	4
a) Progress since the last Strategy	4
b) Principles	5
c) Challenges, Risks and Opportunities	6
d) Priorities for Waverley's Strategy	8
e) Conclusion	9
2. Action Plan	10
Appendix – Waverley's Homelessness Review	

## Foreword

The publication of Waverley's fourth Homelessness Strategy comes at a very exciting and challenging time for housing in Waverley.

The Homelessness Reduction Act 2017 (HRA 2017) comes into force on 3 April 2018 and it represents one of the most significant changes in homelessness legislation for 40 years. The need for the Council to produce its fourth Homelessness Strategy therefore comes at a very opportune time as the Council and its statutory and voluntary partners seek to work together to meet the requirements of the new Act and provide better outcomes for customers facing homelessness in Waverley.

Despite the economic challenges over recent years, Waverley's innovative and dedicated approach in preventing homelessness has led to the Council continuing to maintain some of the lowest number of homeless households in temporary accommodation in the South East.

The Council's excellence in its Housing Options Service and its partnership working to prevent homelessness was recently recognised by the Silver Standard Award from the National Practitioner Support Service (one of only 14 Councils nationally).

Despite the above successes, the next few years are likely to bring considerable challenges to the Council. Homelessness in Surrey and the UK is steadily rising and the continued role out of welfare reform measures will inevitably impact on many households who are already seeking housing advice and support from the Council.

Whilst Waverley residents enjoy the benefits of its beautiful location and facilities, Waverley's attractiveness means property prices to rent or buy are beyond the reach of many. This creates demand for more affordable housing for which the demand far outstrips the supply. The lack of supply means households either have to find accommodation in less expensive areas outside of Waverley or have to live in far from ideal circumstances in the homes of friends or relatives. Such situations inevitably trigger tensions in homes that in some cases can lead to homelessness. This can particularly be exacerbated for households with additional needs due to their vulnerability and/or complex and difficult life experiences.

This Strategy outlines both the successes in tackling homelessness over the last few years as well as the challenges ahead and proposed actions to meet these challenges.

The Council is indebted to the many people and organisations that have assisted in producing this strategy and would like to thank them for contributing to its content and their commitment to achieving its aims.

I am very pleased to commend this Strategy and hope it will help the Council and its partners build on the good work that has already taken place.

Carole King  
Portfolio Holder for Housing

## ***Introduction***

The Homelessness Act 2002 requires that Local Authorities publish a Homelessness Strategy at least every 5 years. Waverley's last Strategy was published in July 2013. The Strategy should be the result of consultation and partnership working with Waverley's statutory and voluntary partners. It should include a review of the current levels of homelessness in Waverley and the services and accommodation available to meet the needs of those who are homeless or threatened with homelessness.

It should also take into account Government priorities in terms of tackling homelessness as well as link in with the Council's own strategies and the strategies of its partner agencies. The Strategy must set out the local authority's plans to prevent homelessness and for securing sufficient accommodation and support are or will be available for people who become homeless or who are at risk of becoming so.

This Strategy is divided into 2 main sections with an appendix (the Homelessness Review) giving background context and statistical information:

### **Section 1 – Waverley's Homelessness Strategy**

The Strategy highlights the progress and achievements made in tackling homelessness since the last strategy. It then outlines the principles behind the strategy, the risks, challenges and opportunities ahead and the priority areas for the Action Plan (Section 2).

### **Section 2 – Action Plan**

The Action Plan outlines the steps the Council and its partners will take over the next 5 years to meet the challenge of preventing homelessness. As the Strategy will be reviewed annually the Action Plan mainly focuses on actions for the first year.

### **Appendix – Waverley's Homelessness Review**

The Homelessness Review sets out in greater detail the background context, including statistical information, case studies and details of the services in and around Waverley for homeless people.

Whilst the Council has taken the lead in co-ordinating and producing the strategy, thanks are also due to service users and representatives from statutory and voluntary agencies for their invaluable contribution to the Strategy through the consultation process and through day to day partnership working to address homelessness.

# Section One

## Waverley's Homelessness Strategy

### a) Progress / achievements since the last Strategy

#### i) Prevention

The Council has continued to tackle homelessness by embedding a proactive, preventative approach within its Housing Options Service and its wider work with its statutory and voluntary partners.

This means that resources are targeted at preventative housing advice and support to help people remain in suitable accommodation.

Where prevention is not appropriate or achievable, the Council has worked very hard at helping people access alternative housing options such as accommodation in the private sector or supported accommodation.

This approach has meant that the number of households formally applying as statutorily homeless to the Council and being accepted as homeless has continued to remain very low. This in turn has meant that numbers of households having to be placed into temporary accommodation has also remained low and Waverley continues to have among lowest number of homeless households in temporary accommodation in the South East.

The low number of households having to be placed in temporary accommodation compared with other Surrey Boroughs is shown in the table below:

	Surrey	Surrey Average	Waverley
Homeless households living in temporary accommodation as at 31 March 2017	830	75	1

#### ii) Successful completion of previous Homelessness Strategy targets

Of the 33 actions in the 2013 -2018 Strategy Action Plan, 31 actions were achieved and the remaining 2 were partially achieved.

### **iii) Silver Award for Waverley's Housing Options Service**

One of the Action Plan targets from the previous Strategy was to participate in the National Practitioner Service Gold Standard Award challenge. Following a rigorous peer review by representatives from Woking and Guildford Councils and the National Practitioner Service, Waverley achieved a 72% rating. The Council was then able to apply to be assessed in regard to different aspects of its homelessness service such as its work to prevent homelessness, its homelessness strategy, its minimal use of bed and breakfast accommodation etc. Following assessments in 2017, Waverley is one of only 14 Councils nationally to be awarded Silver Standard for its housing options and partnership work in preventing homelessness.

### **iv) Increased help for rough sleepers and single people**

During the course of the last Strategy Waverley has significantly improved the help it offers to rough sleepers, those at threat of rough sleeping and single people. With other West Surrey Councils a successful bid was made for a DCLG grant to fund an outreach service for rough sleepers run by the York Road Project in Woking (YRP). Following the success of the service Waverley has maintained the funding. More recently Guildford Waverley and Woking Councils, YRP and Riverside Housing were successful in bidding for further Government funding to provide a service to increase mental health and well being support for rough sleepers. Waverley has also provided move-on accommodation in Farnham and Milford so vulnerable Waverley clients can move-on from higher support schemes in Woking and Guildford. The Council has also purchased bed spaces at YRP for single homeless clients and has been piloting a shared house scheme with Woking Borough Council and Ethical Lettings.

### **v) Transfer of the management of the Housing Register for non social housing tenants to the Housing Options Team**

During 2016 - 2017 the Council conducted a service review of the work of the Housing Options and Homechoice Teams. The purpose of the review was to ensure that teams were best placed to meet customer needs as well as prepared to rise to the challenges of the likely introduction of the Homelessness Reduction Act 2017. Following the review and staff consultation, it was decided to transfer the management of the majority of the Housing Register from the Homechoice Team to the Housing Options Team and this change was implemented in August 2017. This has benefited customers in that the same team that is providing housing options advice and collecting important household information to prevent homelessness, can also provide advice about longer term social housing options. This means customers do not have to be passed to a separate team and has already resulted in faster housing application turnaround times. The change has also meant that additional staffing sources have been transferred to the Housing Options Team. This provides additional capacity and resilience to the Options Team and allows flexibility for the Housing Options Manager to target staffing resources where they are most needed. This will be particularly useful with the introduction of the additional statutory duties under the HRA 2017, although, as the Homelessness Review and Action Plan highlight, it is still anticipated the further staff resources will be required in due course.

## **b) Principles behind Waverley's Homelessness Strategy**

**Proactive** – One of the reasons the Council has been successful in tackling homelessness over the last few years it has taken a proactive and innovative approach. It has done this by anticipating trends and changes and embracing alternative options. Examples of innovation include commissioning homeless prevention units, sourcing move on accommodation to free up supported housing, launching the online housing options wizard, radio advertising to attract private landlords, working with a social lettings agent (Ethical Lettings) and the employment of a Welfare Benefits Officer to help Council tenants deal with challenges from welfare reform.

**Partnership Approach** – Waverley's Strategy aims to build upon the partnership working that has already contributed to the effectiveness of the current service. The Council works with a range of statutory and voluntary agencies in its work to prevent homelessness such as Citizens Advice Waverley, Social Services, Housing Associations, Ethical Lettings, supported housing providers, private sector lettings agents and landlords, Surrey County Council, Three Counties Money Advice, Police, other Councils and Health.

**Personal responsibility - not incentivising homelessness** — Before embracing a housing options, preventative approach to homelessness, the way Councils dealt with homelessness was frequently perceived to incentivise homelessness. Some applicants saw being accepted as homeless as the first step to becoming a Council tenant. To address this issue Waverley's Allocation Scheme was amended in 2007 to give equal Housing Register priority to those with a local connection to Waverley whether they are homeless, living with friends or relatives, or in private rented accommodation. This in turn means that those who are under threat of homelessness are incentivised to help themselves find alternative accommodation, often in the private sector, and not see homelessness as a means to a Council tenancy. Waverley's strategy aims to maintain this approach which has been instrumental in ensuring the number of households having to be placed in temporary accommodation is kept to a minimum.

**Continuous improvement** – despite Waverley's success to date there are a number of challenges ahead including a national rise in homelessness numbers, a potentially challenging economic outlook following Brexit, the reduction in first and second tier local authority funding, the continued role out of welfare reform and the new duties under the HRA 2017. Waverley's Strategy aims to build on its past and recent successes by striving for continuous improvement to deliver the best possible housing options services to its customers.

**Increased staffing – a 'wait and see' approach** – It is very likely Waverley will need to invest in increased staffing to manage the increased number of presentations and administrative burdens from the HRA 2017. A number of Surrey Borough and District Councils have already created additional posts ahead of the legislation – one Council has created 7 new roles in its Housing Options Team. Waverley has taken the view that it is better to see the impact of the legislation first so that any need for increased staffing can be targeted in the correct areas. Budget has been set aside for this eventuality from the new burdens and flexible

homelessness Government funding so that the Council can move very swiftly if/when recruitment is needed.

**Increase accommodation options** – What is clear from the legislation is the need to provide additional accommodation to prevent and relieve homelessness, particularly for single people. As a result, Officers have been negotiating with statutory and voluntary partners to commission additional accommodation options. This helps minimise emergency accommodation costs and the increased staffing costs that occur from prolonged customer engagement when a suitable housing solution is not available.

### **c) Challenges, Risks and Opportunities**

Following the consultation and review of services, certain challenges, risks and opportunities were identified – these include:

- i) The fact that homelessness numbers for all household groups nationally and in Surrey are on an upward trend and the challenge this represents.
- ii) The challenge of helping customers and supporting and training staff through the significant changes being introduced by the HRA 2017 and the continued role out of welfare reform measures.
- iii) The challenge of recruiting and retaining staff following implementation of the HRA 2017 in order to manage the likely increased work load and expectations from customers.
- iv) The risk of increased numbers of homeless households being placed in private rented accommodation in Waverley by neighbouring boroughs and by London Boroughs. We are already aware of households being placed in Waverley by a London Borough and given the extra pressures on London Boroughs will face under the new legislation, the competition to secure affordable private rented properties will increase. It is a sobering thought that a Surrey Borough on the outskirts of London had very similar low numbers in temporary accommodation to Waverley in 2011. Now this Council has numbers above 100. This will partly be the result of London Boroughs widening their search to secure private rented properties in neighbouring Surrey Boroughs. This makes it much more difficult for the Surrey Boroughs and Districts to secure accommodation and drives up prices and costs of trying to incentivise private landlords to continue to let to welfare benefit dependent tenants.
- v) The risk that if Waverley is not able to successfully adapt its service to fulfil the new duties under the Homelessness Reduction Act 2017, particularly towards single households, temporary accommodation numbers and associated costs will rise. One Surrey Borough spent in excess of £1 million pounds on emergency temporary accommodation costs alone in 2015-16.
- vi) The reduction in Housing Related Support funding across Surrey for floating support and supported accommodation service for vulnerable single clients. Such services will have reduced capacity placing increased pressures on

Borough and Districts to source and fund alternative accommodation and support.

- vii) The Government is proposing a very radical change in how short-term supported housing schemes are funded from 2020. There are risks that if these proposals do not properly reflect concerns raised by local authorities and supported housing providers, existing schemes may not continue and there will be little appetite for the development of new provision.
- viii) The opportunity for Surrey Borough and Districts to directly purchase bed spaces in the supported housing schemes negatively affected by the cuts in Housing Related Support funding by Surrey.
- ix) The opportunities the Council has in developing new affordable housing and building on its success in this area to date.
- x) The opportunities to work collaboratively and innovatively with other Councils and statutory and voluntary partners as we all seek sustainable solutions to meet the increased demand on homelessness services.
- xi) Whilst temporary funding streams have been introduced to help Council's transition to meet the new HRA 2017 duties, these are only guaranteed for 2-3 years. Councils with high temporary accommodation numbers and expenditure may be able to re-invest any savings from any increased homelessness prevention resulting from the legislation. However, given Waverley already has very low numbers and expenditure in regard to emergency accommodation, the Council's ability to fund on going staffing and accommodation costs will be much more challenging if time limited Central Government funding streams are not renewed.
- xii) The opportunity to review how Discretionary Housing Payments are targeted so that the budget is maximised to reduce the need for significant homelessness budget increases on the General Fund.

#### **d) Priorities for Waverley's Homelessness Strategy**

Following feedback from Waverley's Homelessness Strategy Consultation event held in October 2017, liaison with statutory and voluntary partners, Waverley's Homelessness Review and analysis of the challenges, risks and opportunities outlined above, five priorities have been identified to inform the Action Plan for Waverley's Homelessness Strategy:

- Homelessness Reduction Act 2017
- Prevention / Early Help
- Accommodation
- Support
- Partnership Working

Although the Strategy covers a five year period, the intention is to review it annually so the majority of the actions relate to the first year.



## **e) Conclusion**

Waverley and its statutory and voluntary partners have demonstrated an excellent track record in preventing homelessness in the Borough over the last five years. The Action Plan in Section 2 of the Strategy aims to build and improve on this success by continuing the homeless prevention / housing options / partnership approach and focusing resources on a variety of measures to ensure the good work is continued.

## ***Section Two***

### ***Action Plan***

## Homelessness Strategy Action Plan 2018 - 2023

### Strategic Priority One: Homelessness Reduction Act 2017 (HRA 2017)

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.1	<p><b>Year 1-</b> Train Housing Options staff in regard to new HRA 2017 duties.</p> <p><b>Years 2-5 –</b> Update training as required including case law updates</p>	Staff have a good working knowledge of the new legislation and able to correctly discharge the Council's statutory duties	Housing Options Manager	Waverley Borough Council	<p>NPSS training (March 2018) and internal training from Senior Officers.</p> <p>Additional external or internal training as required 2018 -19</p>	
1.2	<p><b>Year 1-</b> Procure and implement new IT database and train staff</p> <p><b>Years 2-5 –</b> review IT database to ensure is fit for purpose and is able to reflect changes in legislation and best practice</p>	An IT system that can capture the necessary household, circumstance and legal details and be able to populate the new HCLIC Government returns	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>IT Development Manager</p>	<p>Waverley Borough Council</p> <p>IT Providers</p>	<p>DCLG New burdens IT funding - £9,000.</p> <p>Cost of IT database - £7,500 a year</p> <p>Internal training of staff</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.3	<p><b>Year 1</b> – Review reception desk arrangements</p> <p>Procure portable IT tablets/ lap tops for use in reception and on home visits</p> <p><b>Years 2-5</b> – Review IT hardware and reception facilities to ensure continued suitability.</p>	<p>Customers seen in reception receive a professional and efficient service</p> <p>Housing options staff have the an IT product to capture household and circumstances information and provide customers with a printed Personalised Housing Plan</p> <p>IT system that can that can record statistical information for DCLG</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>IT Development Manager</p>	Waverley Borough Council	<p>DCLG New burdens IT funding – single payments £9,000</p> <p>DCLG New burdens funding - £60,595 over 3 years 2017-2020</p>	
1.4	<p><b>Year 1</b> - Amend homelessness procedures and processes (including reviews arrangements) to reflect new work flow required under HRA 2017.</p> <p><b>Years 2-5</b> - Keep under review.</p>	<p>Customers receive a consistent and legally sound service and staff have the necessary tools to manage their workload</p>	Housing Options Manager	Waverley Borough Council	Staff time	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.5	<p><b>Year 1</b> - Prepare templates for letters and Personal Housing Plans</p> <p><b>Years 2-5</b> - Keep under review</p>	<p>Customers receive written advice in regard to legal duties owed to them and their responsibilities to work with Officers to help resolve their homelessness.</p>	<p>Housing Options Manager</p>	<p>Waverley Borough Council</p>	<p>Staff time</p>	
1.6	<p><b>Year 1</b> - Train agencies in regard to the HRA 2017 and housing options work and agree local arrangements for statutory and non statutory referrals and Pathway plans for vulnerable groups</p> <p><b>Year 2-5</b> Update training as required</p>	<p>Agencies are able to correctly identify and refer clients to the Council and in doing so are able to set customer expectations at a realistic and consistent level</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Specialist Housing Options Officer</p>	<p>Waverley Borough Council</p> <p>Community Mental Health Recovery Service</p> <p>Surrey CC – Adults and Children</p> <p>Citizens Advice Waverley</p> <p>York Road Project</p> <p>Health</p> <p>Probation</p> <p>Domestic abuse outreach</p> <p>Surrey Districts &amp; Boroughs</p>	<p>Staff time, share with neighbouring Boroughs – e.g. Guildford Borough Council, Woking Borough Council etc.</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.7	<p><b>Year 1</b> – develop and introduce a portal through which public bodies specified in the regulations can refer people who are homeless or a risk of homelessness</p> <p>Train staff and partners</p> <p><b>Years 2-5</b> – monitor and review arrangements</p>	Public bodies are able to correctly identify and refer homeless clients to the Council	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>IT Development Manager</p>	<p>Waverley Borough Council</p> <p>IT provider</p>	<p>Staff time</p> <p>Homelessness budget</p>	
1.8	<p><b>Year 1</b> - Amend Out of Hours arrangements to reflect HRA 2017 duties</p> <p><b>Years 2-5</b> – Review as needed</p>	Council able to effectively fulfil its statutory duties out of hours	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Pinnacle</p> <p>Mole Valley Telecare</p>	Staff time	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.9	<p><b>Year 1</b> - Amend Allocation Scheme as needed to reflect changes that are required following HRA 2017 implementation</p> <p><b>Years 2-5</b> – Update Allocation Scheme as required</p>	Allocation Scheme legally sound and continues to complement Waverley’s homeless prevention approach	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Homechoice Manager</p>	Waverley Borough Council	Staff time and any necessary training	
1.10	<p><b>Year 1</b> - Review Options Team staffing in the light of operating HRA2017. If additional staffing required, identify funding, prepare &amp; evaluate Job descriptions &amp; advertise &amp; recruit</p> <p><b>Years 2-5</b> – Keep under review</p>	Housing Options team has sufficient staffing to ensure Waverley’s statutory duties fulfilled and low numbers of households in temporary accommodation maintained.	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Strategic HR</p>	Waverley Borough Council	<p>DCLG New burdens funding - £60,595 over 3 years 2017-2020</p> <p>Flexible Homelessness Grant 2017-2018 £131,000</p> <p>Flexible Homelessness Grant 2018-2019 £151,000</p> <p>DCLG historic funding £11,000</p>	Officers anticipate need for additional Support Officer Post & team may require senior Housing Options Officer role(s) and / or additional Officer roles

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.11	<p><b>Year 1</b> - Update Housing Options Website pages to reflect new HRA 2017</p> <p><b>Years 2-5</b> - Monitor, review and update as needed to reflect legislative changes and case law</p>	Website is able to guide customers threatened with homeless as to what duties may be owed to them and help set realistic expectations	<p>Housing Options Manager</p> <p>Website Manager</p>	Waverley Borough Council	Staff time	



## Strategic Priority Two: Prevention / Early Help

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
2.1	<p><b>Year 1</b> – Maintain good quality housing options advice, casework and other interventions through the Council's Housing Options Team</p> <p><b>Years 2-5</b> – Monitor and review</p>	<p>Customers homelessness prevented and temporary accommodation numbers kept to a minimum</p> <p>Staff receive required training and supervision</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Private landlords</p> <p>Letting agents</p> <p>Supported housing providers</p>	<p>Staff time</p> <p>Training</p> <p>Partnership working</p>	
2.2	<p><b>Year 1</b> -Continue to fund the HELP school education project run by Step by Step</p> <p><b>Year 2-5</b></p> <p>Monitor and Review</p>	<p>Prevention of homelessness among young people</p> <p>Step by Step Education Project is delivered by young people who have experienced homelessness. By receiving training to present their experiences to other young people, they develop their skills to help with future employment opportunities.</p>	<p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Step by Step</p>	<p>: Homelessness Budget - £1,000 grant</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
2.3	<p><b>Year 1</b> - Continue to use the homelessness budget flexibly to help prevent homelessness e.g. spend to save payments, paying rent in advance, payments for landlord fees etc.</p> <p><b>Years 2-5</b> – Monitor and review</p>	<p>Prevention of homelessness and minimising the upheaval for customers</p> <p>Value for Money by targeting resources at the most cost effective solution to prevent homelessness.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Private landlords</p> <p>Letting agents</p>	<p>Homelessness budget</p> <p>Staff time</p>	
2.4	<p><b>Year 1</b> - Continue to fund Sanctuary Scheme to help victims of domestic violence safely remain in their homes.</p> <p><b>Year 2-5</b> - Monitor and review</p>	<p>Victims of domestic abuse made safe &amp; able to avoid the upheaval of moving away from support networks</p> <p>Reduced costs in providing emergency temporary accommodation</p>	<p>Specialist Housing Options Officer</p> <p>Housing Options Manger</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Waverley's Building Contractor – Mears</p> <p>Police</p> <p>Fire Service</p>	<p>Staff time</p> <p>Homelessness Budget</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
2.5	<p><b>Year 1</b> - Monitor impact of Welfare Reform changes e.g. Benefit cap, role out of Universal Credit, Freeze in Local Housing Allowance(LHA) rates</p> <p><b>Years 2-5</b></p> <p>Monitor and review</p>	<p>Clear picture of impact of the welfare changes</p> <p>Ability to target resources such as Discretionary Housing Payments (DHPs), welfare benefit advice, downsizing advice and tenancy support to those most in need.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p> <p>Benefits Manager</p> <p>Rent Accounts Manager</p> <p>Welfare Benefit Officer</p>	<p>Waverley Borough Council</p> <p>Citizens Advice Waverley</p>	<p>Staff time</p>	
2.6	<p><b>Years 1 - 5</b> – Monitor data from new IT database regarding reasons for homelessness so prevention measures can be targeted effectively</p>	<p>New Government required data recording from April 2018 and the new IT database will provide much more detailed household/demographic information.</p> <p>Database will highlight primary causes of homelessness in Waverley &amp; what prevention actions are most effective so resources can be targeted effectively</p>	<p>Housing Options Manager</p> <p>Specialist Housing Options Officer</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Statutory and Voluntary Partners</p>	<p>New IT database - £7,500 a year</p> <p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
2.7	<p><b>Year 1 –</b> Maximise use of Discretionary Housing Payments (DHP) so they targeted at those in most need and reflects a joined up approach between Housing and Benefits Services</p> <p><b>Years 2-5 -</b> Monitor and review</p>	<p>Households under pension age, under-occupying social housing assisted to move to smaller accommodation rather than remaining in unaffordable accommodation with the help of DHPs</p> <p>Increased availability of family sized accommodation to those on the Housing register</p> <p>Greater use of DHP budget for rent deposits and rent in advance to reduce costs on homelessness budget (General fund) and reduced debts for customers.</p> <p>Households in unaffordable private rented accommodation assisted to move to affordable accommodation</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Benefits Manager</p> <p>Homechoice Manager</p> <p>Welfare Benefit Officer</p>	<p>Waverley Borough Council</p> <p>Housing Association partners</p>	<p>Staff time</p> <p>Discretionary Housing Payment budget</p> <p>Downsizing budget</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
2.8	<p><b>Years 1-5</b> Ensure that online information regarding the Housing Options Service is up to date and is helping clients self serve where possible</p>	<p>Customers able to self serve where possible so that telephone and in person interactions with the Housing Options team are maximised</p>	<p>Housing Options Manager</p> <p>Website Manager</p>	Waverley Borough Council	Staff time	
2.9	<p><b>Years 1-5 –</b> Ensure that as many housing options clients as are eligible are registered on the Council's Housing Register</p>	<p>Ensures that households who the Council has helped into private rented accommodation, to prevent their homelessness, have maximised their chances of future social housing.</p> <p>This means that in the event of future threatened homelessness households may be able to resolve their difficulties by bidding successful for social housing.</p> <p>Reduced costs to the council in preventing homelessness</p>	Housing Options Manager	Waverley Borough Council	Staff time	

### Strategic Priority Three: Accommodation

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.1	<p><b>Year 1 –</b></p> <p>Encouraged households under occupying social housing to downsize e.g. Transfer incentive scheme, mutual exchanges, high banding priority, closer liaison between Homechoice team and Housing Benefit regarding decisions to award Discretionary Housing Payment awards to under occupiers.</p> <p><b>Years 2-5 –</b></p> <p>Monitor and Review outcomes</p>	<p>Family sized properties released for those who need them.</p> <p>Smaller households and those who are elderly or have disabilities helped into accommodation that is more suitable for their needs</p> <p>Social housing stock maximised</p> <p>Reduced use of Discretionary Housing Payment budget for under occupiers will mean budget can be targeted at those in greatest need.</p>	<p>Homechoice Manager</p> <p>Rents Accounts Manager</p> <p>Housing Benefit Manager</p> <p>Housing Needs Manager</p>	Waverley Borough Council	<p>Staff time</p> <p>Promotion of incentives through tenant and applicant publications/Newsletters and website</p> <p>Transfer incentive payment budget</p> <p>Discretionary Housing Payments</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.2	<p><b>Year 1</b> -Develop new Waverley owned affordable housing</p> <p><b>Years 2-5</b></p> <p>Development of new Waverley owned affordable housing</p>	<p>New Council-owned homes for Housing Register applicants</p> <p>(48 new units expected 18-19)</p>	<p>Head of Strategic Housing &amp; Development</p> <p>Housing Development Manager</p> <p>Head of Planning</p>	<p>Waverley Borough Council</p> <p>Building Contractors</p>	<p>:</p> <p>Housing revenue account development budget</p> <p>Staff time</p>	
3.3	<p><b>Year 1</b> - Support and enable development of more affordable and supported housing developed by housing associations / Voluntary groups</p> <p><b>Years 2-5 –</b></p> <p>Monitor &amp; review</p>	<p>Increase in supported and affordable housing for Housing register applicants and customers facing homelessness</p> <p>(24 Affordable rent / Social rent units expected 18-19)</p>	<p>Head of Strategic Housing &amp; Development</p> <p>Housing Strategy &amp; Enabling Manager</p> <p>Head of Planning</p>	<p>Waverley Borough Council</p> <p>Housing Associations</p>	<p>Staff time</p>	
3.4	<p><b>Year 1</b>- Fund three bed spaces at York Road Project, Woking</p> <p><b>Years 2-5 –</b></p> <p>Monitor and review</p>	<p>Accommodation with day centre support for single homeless clients</p>	<p>Housing Options Manager</p> <p>Housing Strategy &amp; Enabling Manager</p>	<p>Waverley Borough Council</p>	<p>Homelessness Budget</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.5	<p><b>Year 1</b> - Increase supply of private rented accommodation for all household groups, but particularly single homeless households. e.g. :</p> <ul style="list-style-type: none"> <li>-Monitor and review shared house scheme with Ethical Lettings and Woking Borough Council</li> <li>-Radio advertising to attract new landlords</li> <li>- Explore and trial landlord incentives</li> <li>-Liaison with agents/Landlords</li> </ul> <p><b>Year 2-5</b> - Monitor and review</p>	<p>Housing Options team have a range of accommodation options that can be offered to those to whom a homelessness prevention or relief duty is owed.</p> <p>Reduced use of &amp; cost of emergency B&amp;B accommodation</p> <p>Waverley's deposit scheme remains attractive to landlords and is competitive compared with others.</p>	<p>Housing Options Manger</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Ethical Lettings</p> <p>Woking Borough Council</p> <p>Letting Agents</p> <p>Private landlords</p>	<p>Staff time</p> <p>Homelessness Budget</p>	



No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.6	<p><b>Year 1</b> - Explore opportunities to purchase additional bed spaces in supported housing schemes</p> <p><b>Years 2-5</b></p> <p>Monitor and review</p>	<p>Increase in number and variety of units for single vulnerable clients</p> <p>Reduced use of &amp; cost of emergency B&amp;B accommodation</p>	<p>Housing Options Manager</p> <p>Housing Needs Managers</p>	<p>Supported Housing Providers e.g. York Road Project Woking, Transform Housing etc.</p>	<p>Homelessness Budget</p> <p>DCLG New burdens funding - £60,595 over 3 years 2017-2020</p> <p>Flexible Homelessness Grant 2017-2018 £131,000</p> <p>Flexible Homelessness Grant 2018-2019 £151,000</p> <p>DCLG historic funding £11,000</p>	
3.7	<p><b>Year 1</b> - Monitor impact of Homelessness Reduction Act 2017 on temporary accommodation units required. Currently 4 Council owned shared units available</p> <p><b>Years 2-5</b></p> <p>Monitor and review.</p>	<p>Adequate supply / balance of temporary accommodation.</p> <p>Emergency B&amp;B costs and void costs in empty temporary accommodation kept to a minimum</p> <p>Flexibility to use permanent Council stock as temporary accommodation when all other alternatives are exhausted</p> <p>Flexibility to explore having additional homeless prevention units in new or existing housing association stock.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough council</p> <p>Housing Association partners</p>	<p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.8	Explore opportunities of capital investment in out of borough housing schemes in return for nomination rights to bed spaces	<p>Increase in supply of emergency and short to medium term accommodation for homeless households</p> <p>Reduced costs of emergency B&amp;B accommodation</p> <p>Reduced rough sleeping</p>	<p>Head of Strategic Housing &amp; Development</p> <p>Housing Strategy and Enabling Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Housing Providers</p> <p>Other Borough / District Councils</p>	Capital funding	
3.9	<p><b>Year 1</b> – Monitor / review lease arrangements for unused / harder to let Council properties to assess effectiveness in preventing homelessness and providing move on accommodation from supported housing</p> <p><b>Years 1-5</b> – assess whether other Council owned units can be used similarly</p>	<p>Reducing void loss and maximising rental income to the HRA on harder to let properties</p> <p>Move on accommodation for supported housing schemes provides much needed turnover in higher support schemes to help prevent homelessness</p> <p>Use of harder to let stock to prevent or relieve homelessness</p>	<p>Housing Options Manager</p> <p>Head of Housing Strategy &amp; Development</p> <p>Housing Needs Manager</p> <p>Legal Services Manager</p>	<p>Waverley Borough Council</p> <p>York Road Project</p> <p>Riverside Housing</p> <p>Ethical Lettings</p>	<p>Staff Time</p> <p>Hard to let / under used Council accommodation</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.10	<p><b>Year 1 –</b> Commission pilot scheme for up to 3 supported housing bed-spaces at The Crescent, Woking</p> <p><b>Years 1-3</b> Review and monitor</p>	<p>Additional supported housing for vulnerable clients - particularly suited to younger age group</p> <p>Partnership working to help ensure viability of the scheme to meet the needs of other clients e.g. homeless young people owed a duty by Surrey Children’s Services.</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Transform Housing &amp; Support</p>	<p>DCLG New burdens funding - £60,595 over 3 years 2017-2020</p> <p>Flexible Homelessness Grant 2017-2018 £131,000</p> <p>Flexible Homelessness Grant 2018-2019 £151,000</p> <p>DCLG historic funding £11,000</p>	
3.11	<p><b>Year 1 –</b> Agree a suitable resolution to Waverley’s lack of access to nomination rights at Step by Step Project in Aldershot due to change in how support costs are funded.</p> <p><b>Years 2-5 –</b> Monitor and review</p>	<p>Funding for support costs identified and agreed</p> <p>Waverley able to nominate eligible young people to Step by Step project in line with nomination agreement</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Step by Step</p> <p>Surrey County Council</p>	<p>Capital contribution of £100,000 provided by Waverley to Step by Step in 2010.</p> <p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.12	<p><b>Year 1</b> - Make use of opportunity to refer young homeless clients needing emergency accommodation into Surrey CC family HOST service and explore possibility of expanding to service for older clients</p> <p>Help Surrey County Council in advertising to recruit additional host families</p> <p><b>Years 2-5</b> – monitor and review</p>	Reduced use of less suitable B&B or other unsupported emergency accommodation for young people.	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Surrey County Council</p>	<p>Staff time</p> <p>Homelessness budget</p>	

## Strategic Priority Four: Support

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
4.1	<p><b>Year 1</b> -Maintain and develop the housing options support service provided by the Housing Options Support Officer and Specialist Housing Options Officer</p> <p><b>Years 2-5-</b> Monitor and review</p>	<p>Assessment of the needs and homelessness duties owed to vulnerable housing options clients.</p> <p>Tenancy and welfare support to vulnerable clients in living in all tenures to help ensure accommodation sustained and homelessness prevented.</p> <p>Co-ordination with other statutory and voluntary agencies e.g. Social Services, Domestic Violence Outreach Service, Police, Health</p>	<p>Specialist Housing Options Officer</p> <p>Housing Options Support Officer</p>	Waverley Borough Council	Staff time	There is very likely to be a need for additional role(s) in this area in order for the Council to fulfil its HRA 2017 duties
4.2	<p><b>Year 1</b> - Continue to joint fund with Woking Borough Council the Outreach Support post managed by York Road Project, Woking</p> <p><b>Years 2-5 –</b> Monitor and review</p>	<p>Specialist advice and support to rough sleepers and those at risk of rough sleeping in Waverley</p> <p>Clients' Housing and welfare needs assessed and assisted to engage with health and welfare services</p> <p>Reduced costs of providing emergency temporary accommodation</p>	<p>Housing Options Manager</p> <p>Head of Housing Strategy &amp; Development</p>	<p>Waverley Borough Council</p> <p>Woking Borough Council</p> <p>York Road Project, Woking</p>	£15,000 from homelessness budget	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
4.3	<p><b>Year 1</b> - Explore possibility of securing 2 year Surrey County Council funding to recruit to an additional Housing Options Support Officer role within the Housing Options team</p> <p><b>Year 2</b> – If role and 2 year funding agreed, review effectiveness and whether there is a need to continue the role with alternative funding beyond March 2019</p>	<p>Additional resource to help the Council fulfil its HRA 2017 duties and Social Services Better Care duties.</p> <p>Tenancy and Welfare support to prevent homelessness and promoted health and well being of clients</p>	<p>Housing Needs Manager</p> <p>Specialist Housing Options Officer</p>	<p>Waverley Borough Council</p> <p>Adult Social Care Surrey</p>	<p>Staff time</p> <p>Surrey County Council Housing Related Support Funding</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
4.4	<p><b>Year 1</b> - Review Don't Lose your Home or Business Service</p> <p><b>Years 2-5</b> – Review and monitor</p>	<p>Review whether the Service should continue (in the light of reduced demand) and, if so, how it can best support the Council's financial inclusion agenda/strategy</p>	<p>Housing Needs Manager</p> <p>Head of Strategic Housing &amp; Development</p> <p>Head of Housing</p>	Waverley Borough Council	Staff time	
4.5	<p><b>Year 1</b> - Monitor change in remit of Welfare Benefit Officer role within Rents Team</p>	<p>Rather than directly support customers, the Welfare Benefit Officer will provide expertise and support to Rent Officers and other housing staff to help them support Council tenants adjusting to welfare benefits changes.</p> <p>Maximising benefits and income to sustain tenancies and prevent homelessness</p>	<p>Rent Accounts Manager</p> <p>Welfare Benefit Officer role</p>	Waverley Borough Council	Staff time	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
4.6	<p><b>Year 1</b> -Monitor deposit and rent in advance repayment arrangements from customers</p> <p><b>Years 2-5</b> – Monitor &amp; review</p>	<p>Deposit scheme customers set up and maintain realistic and sustainable repayment arrangements</p> <p>Income recovery maximised, legal collection costs through third parties minimised, customers opportunity of bidding successfully for social housing in the future is maximised</p>	<p>Housing Options Manager</p> <p>Housing Options Co-Ordinator and Recovery Officer</p>	Waverley Borough Council	Staff time	



## Strategic Priority Five: Partnership Work

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
5.1	<p><b>Years 1-5 -</b>            Maintain Housing Service representation and participation at multi agency meetings e.g. Surrey Housing Needs Managers Meeting, MARAC, MAPPA, Social Services case conferences, Housing Association Forum, CHarMM.</p>	<p>Partnership working to achieve best possible outcomes for clients, avoid duplication and maximise/share resources</p>	<p>Housing Needs Manager             Housing Options Manager             Specialist Options Officer</p>	<p>Waverley Borough Council             Surrey Boroughs / Districts             Surrey County Council             Surrey Police             Health             Housing Associations             Probation             Community Mental Health Recovery Service (CMHRS)</p>	<p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
5.2	<p><b>Year 1</b> - Continue to manage and coordinate Waverley's Single Housing Panel</p> <p><b>Years 2 – 5</b> Monitor and review</p>	<p>Housing and support needs of vulnerable clients assessed and suitable housing and support options identified.</p> <p>Partnership working to achieve best possible outcomes for clients, avoid duplication and maximise/share resources</p>	Housing Options Manager	<p>Waverley Borough Council</p> <p>Supported housing providers</p> <p>Floating Support Services</p> <p>Health</p> <p>CMHRS</p> <p>Social Services</p> <p>Probation</p>	Staff time	
5.3	<p><b>Year 1-</b> Maintain Waverley's Family Support Service</p> <p><b>Years 2-5 -</b> Monitor and review</p>	<p>Early Help and support to vulnerable families to stabilise and promote Health and Wellbeing, Education, Employment and Housing.</p> <p>Fulfil the Council's commitments to the Government's Syrian Vulnerable Person Resettlement Programme</p>	<p>Waverley Family Support Manager</p> <p>Head of Housing Operations</p>	<p>Waverley Borough Council</p> <p>Social Services</p> <p>Police</p> <p>Schools</p> <p>Health</p>	<p>Family Support Budget</p> <p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
5.4	<p><b>Year 1</b> - Work with partners to provide Severe Weather Emergency Provision (SWEP) for single homeless clients</p> <p><b>Years 2-5</b> – Monitor and review</p>	<p>Waverley rough sleepers offered emergency accommodation during cold weather periods (3 consecutive nights forecast temperature 0 or below) to mitigate health risks.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Guildford, Woking and Surrey Heath Councils</p> <p>York Road Project, Woking</p> <p>Number Five Project, Guildford</p> <p>B&amp;B providers</p>	<p>Staff time</p> <p>Homelessness budget</p>	
5.5	<p><b>Year 1</b> – Co-ordinate Waverley’s rough sleeping estimate in the autumn of 2018</p> <p><b>Years 2-5</b> – Continue - subject to Government and local requirements</p>	<p>An accurate estimate of those sleeping rough in the Waverley area to gauge the effectiveness or otherwise of Waverley’s homelessness prevention approach</p> <p>Statistical information for the Government</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Police</p> <p>York Road Project</p> <p>Probation</p> <p>CMHRS</p> <p>Faith forum/groups</p> <p>Citizens Advice Waverley</p>	<p>Staff time</p> <p>Statutory and Voluntary agency time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
5.6	<p><b>Year 1</b> Continue to support the work of Citizens Advice Waverley and monitor performance through Service Level Agreement</p> <p><b>Years 2-5 –</b> Monitor and review</p>	<p>Waverley residents receive independent, free advice in regard to debt, welfare benefits, employment and housing rights and responsibilities etc.</p> <p>Maximisation of income &amp; welfare benefits, social inclusion and prevention of homelessness.</p>	<p>Community Services Manager</p> <p>Housing Benefit Manager</p> <p>Housing Options Manager</p> <p>Tenancy and Estates Manager</p> <p>Rent Manager</p>	<p>Waverley Borough Council</p> <p>Citizens Advice Waverley</p>	<p>Grant £210,000</p> <p>Staff time</p>	
5.7	<p><b>Year 1 –</b> Housing Options Support staff to attend and contribute to Early Help Local Family partnership meetings in Waverley</p> <p><b>Years 2-5 –</b> Monitor and Review</p>	<p>Multi agency partnership work to co-ordinate support for vulnerable households.</p> <p>Prevention of homelessness and promotion of health and well-being of children and parents/guardians</p> <p>Co-ordinated support, maximising/sharing resources</p> <p>Identify gaps in provision of services/support &amp; training/ awareness raising</p>	<p>Specialist Housing options Officer</p>	<p>Waverley Borough Council</p> <p>Children’s Services</p> <p>Schools Health</p> <p>CMHRS</p> <p>Police</p> <p>Domestic Abuse Outreach Service</p> <p>Voluntary groups</p>	<p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
5.8	<p><b>Years 1 – 5 –</b>            Arrange and co-ordinate an annual Homelessness Strategy conference</p>	<p>To review the Council and its partners' progress in preventing homelessness and delivering homelessness strategy priorities.</p> <p>Identify and celebrate successes</p> <p>Identify emerging challenges and agree partnership actions to meet the challenges.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Adult Social Care</p> <p>Children's Services</p> <p>Citizens Advice Waverley</p> <p>CMHRS</p> <p>Supported Housing Providers</p> <p>Health</p> <p>Probation</p> <p>Letting Agents / Private landlords</p> <p>Ethical Lettings</p> <p>Neighbouring Boroughs/Districts</p>	<p>Staff time</p>	

