

## Homelessness Strategy Action Plan 2018 - 2023

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

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>All Housing Options Staff attended NPSS training (March 2018) and received internal training from Senior Officers.</p> <p>Senior Officers attended NPSS training in April and July 18</p>	<b>Achieved and ongoing</b>
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>IT system procured December 2017 and used by staff ahead of implementation from February 2018.</p> <p>HCLIC (Govt. statistical return) successfully submitted Sept 2018, Nov 2018, Jan 2019, April 2019.</p> <p>Text service and Duty to Refer add-on procured</p>	<b>Achieved</b>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>Housing Options Officers triage cases at desks used by Housing Benefit. Discussion ongoing regarding possibility of using the reception desk previously used by the Police</p> <p>Housing Options Officers (particularly Support Officers) able to use tablets to update housing plans with customers when doing home visits.</p>	Partially Achieved
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>	Customers receive a consistent and legally sound service and staff have the necessary tools to manage their workload	Housing Options Manager	Waverley Borough Council	Procedures and processes amended and these integrate with new database (Jigsaw)	Achieved

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>	Customers receive written advice in regard to legal duties owed to them and their responsibilities to work with Officers to help resolve their homelessness.	Housing Options Manager	Waverley Borough Council	Templates for letters and Personal Housing Plans have been uploaded to database (Jigsaw) and are being used	<b>Achieved</b>
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>	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>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>A number of agencies received initial training in regard to the HRA 2017 in early 2018 e.g. YRP Woking, representatives of the faith forum and single housing panel. Further training and consultation took place at the Council’s multi agency Homelessness Forum in October 2018, including training on the ‘Duty to Refer’ duties.</p> <p>Pathway plans in place for ex offenders, armed forces, victims of domestic abuse, care leavers etc.</p>	<b>Achieved</b>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>Council has decided to use a portal developed by Housing Partners (Alert) that links with HRA 2017 database (Jigsaw)</p> <p>A dedicated ‘duty to refer’ email has been set up with a link to the Portal and there is also a link on website</p> <p>Training on the Portal for partners was part of the agenda for the Homelessness Forum – 9.10.18</p>	Achieved
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>	Out of hours arrangements with Mole valley updated to reflect HRA 2017 duties.	Achieved

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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	<p>Allocation scheme updated in April 2018.</p> <p>Further updates will be made as part of larger review of Allocation Scheme in 2019 and to reflect any emerging case law or best practice</p>	<b>Achieved and ongoing</b>
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>Extra capacity within Housing Options Team for housing/tenancy support secured through grant from Surrey County Council – see 4.3</p> <p>Vacant Housing Options Advice Officer post upgraded to a Senior Housing Options Officer role to enhance resilience in the team, provide oversight of cases and deal with review requests.</p> <p>Creation of a part-time, fixed term Housing Options Co-ordinator role to assist with extra administration impacts of the HRA 2017.</p>	<b>Achieved and Ongoing</b>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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	Web pages updated to reflect HRA 2017 duties and processes	<b>Achieved</b>

## Strategic Priority Two: Prevention / Early Help

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>238 Customers have received help to end homeless prevention or relief duties</p>	<p><b>Achieved and ongoing</b></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>: HELP Peer School Education project funded with grant payment for 18-19</p>	<p><b>Achieved</b></p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>The Housing Options Team continue to exercise flexibility when needed in order to prevent homelessness through a spend to save approach</p>	<p><b>Achieved and ongoing</b></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>10 Sanctuary schemes provided 2018-19</p>	<p><b>Achieved and ongoing</b></p>



No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>Meeting with key representatives from DWP took place on 3 July 2018 followed by further training for staff on 4 September 2018.</p> <p>Role out of UC from October 2018</p> <p>Subsequent internal meetings with housing and benefit staff clarified how support was be given to vulnerable households pending support being provided by Citizens Advice Waverley from April 2019.</p>	<b>Achieved and ongoing</b>
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>Initial assessment of stats – most common reason for loss of home is ending of an Assured Shorthold private rented tenancy followed by applicants being asked to leave accommodation shared with family or friends. Further analysis will take place as more cases are assessed and database reporting improved.</p>	<b>Partially achieved</b>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>There is much closer liaison between the Homechoice Team and Benefit Team in regard to decisions to award DHP's to under occupiers in social housing stock. for those under occupying.</p> <p>Further discussions are ongoing to further develop joint working and update the DHP policy</p>	<p><b>Partially achieved</b></p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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  Website Manager</p>	<p>Waverley Borough Council</p>	<p>The new homelessness database (Jigsaw) gives customers the option of uploading documents onto their case files. However, the HRA 2017 code of guidance encourages Councils to have face to face interactions with customers in order to fully understand the circumstances and therefore maximise successful prevention outcomes</p>	<p><b>Achieved</b></p>
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>	<p>Housing Options Manager</p>	<p>Waverley Borough Council</p>	<p>It is standard practice as part of the housing options process to ensure that homeless applicants are encouraged to register on Waverley's Housing Register, if they are eligible to do so. Whilst social housing is very rarely an option to resolve current homelessness due to the waiting times involved, it can be an option to prevent future homelessness.</p>	<p><b>Achieved</b></p>

### Strategic Priority Three: Accommodation

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	Status / Comments
3.1	<p><b>Year 1 –</b></p> <p>Encourage 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>	<p>Waverley Borough Council</p>	<p>19 households downsized to smaller accommodation during 18-19 releasing 16 x 2 beds and 3 x 3 bed properties</p> <p>There is joint working between Housing Benefit Officers and the Homechoice team in regard to decisions to award or renew DHP for under-occupying tenants</p>	<p><b>Achieved and ongoing</b></p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>45 new build affordable rent Council properties completed and let Apr 18- End Mar 19</p>	<b>Achieved and ongoing</b>
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>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>112 new build affordable rent Housing Association properties completed and let Apr 18 – End Mar 19</p>	<b>Achieved and ongoing</b>
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>3 bed spaces funded at York Road Project for 18-19</p>	<b>Achieved</b>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>Shared houses: 4 shared houses in use (20 bed spaces – approx. 50% Waverley clients)</p> <p>Radio campaign with Eagle radio and Ethical lettings. New advert May 2018 – resulting in increase in website inquiries.</p> <p>The Options team is continuing assistance with rent deposits and rent in advance</p> <p>Continued minimal use of B&amp;B</p>	<p><b>Achieved and ongoing</b></p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>2 Additional bed spaces purchased at Simmonds Court, Farnham (Transform Housing) and following review of funding by Surrey, Waverley now have access to 11 bed-spaces in the 13 bed space scheme</p> <p>5 additional bed-spaces at Pilgrim Court , Milford purchased from A2 for 2019-2020</p>	<p><b>Achieved and ongoing</b></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>Households in temporary accommodation at end of quarter:</p> <p>1 household – 30 June 2018</p> <p>0 household – 30 Sept 2018</p> <p>1 household – 31 Dec 2018</p> <p>1 household - 31 Mar 2019</p>	<p><b>Achieved and ongoing</b></p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>	Discussions progressing but still at an early stage	<b>Partially achieved</b>
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>	Leases are kept under review and opportunities are explored with any upcoming Council vacancies earmarked for redevelopment to maximise income and prevent homelessness	<b>Achieved and ongoing</b>



No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>3 Bed spaces purchased initially followed by 2 more bed spaces – total 5</p>	<p><b>Achieved</b></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>Meeting with new CEO of Step by Step on 18 July 2018 and discussions ongoing to achieve a mutually beneficial outcome. Temporary referral arrangement agreed for 3 bed spaces up to March 19. Further meeting to be arranged for 19-20.</p>	<p><b>Partially Achieved</b></p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>	Whilst Housing Options staff are aware of the scheme, to date cases have not approached that were appropriate to refer.	<b>Partially Achieved</b>

## Strategic Priority Four: Support

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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	<p>Additional fixed term full time post funded by Surrey CC – see 4.3 below.</p> <p>Benefits of the new role will be monitored and if successful the Council will explore funding opportunities to continue with the role beyond March 2020.</p> <p>Existing 2 x part-time Support Officer posts extended from 2.5 days a week to 3 days a week.</p>	<b>Achieved and ongoing</b>
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>	Post funded for 18-19	<b>Achieved</b>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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 2020</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>Service Level Agreement signed between Waverley and Surrey CC 11 July 2018 and 22 Aug 2019.</p> <p>New Officer commenced in post 23 July 2018</p>	<p><b>Achieved and ongoing</b></p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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)</p>	<p>Housing Needs Manager</p> <p>Head of Strategic Housing &amp; Development</p> <p>Head of Housing</p>	<p>Waverley Borough Council</p>	<p>Scheme ended in March 2019.</p>	<p><b>Achieved</b></p>
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>	<p>Waverley Borough Council</p>	<p>Following Citizens Advice Waverley assisting applicants making their first UC claim from April 2019 and rent officers being able to follow up on updates on Council tenants' benefit status through an online portal; the need for a stand-alone officer has reduced to the extent that the role is no longer needed.</p>	<p><b>Achieved</b></p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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	<p>Sign up arrangements updated to include new tenants signing up for repayment arrangements for rent advance deposits etc.</p> <p>Second week tenancy support visit monitors whether arrangement in place and being paid</p>	<p><b>Achieved and ongoing</b></p>

## Strategic Priority Five: Partnership Work

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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</p> <p>Housing Options Manager</p> <p>Specialist Options Officer</p>	<p>Waverley Borough Council</p> <p>Surrey Boroughs / Districts</p> <p>Surrey County Council</p> <p>Surrey Police</p> <p>Health</p> <p>Housing Associations</p> <p>Probation</p> <p>Community Mental Health Recovery Service (CMHRS)</p>	<p>Housing Options Officers/Managers continue to attend Surrey Housing Needs Managers Meetings, MARAC, MAPPA, Social Services case conferences, CHarMM meetings</p>	<p><b>Achieved and ongoing</b></p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>	Meetings held at least quarterly	<b>Achieved and ongoing</b>
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 Service has continued. Future focus and location of service being reviewed currently.</p> <p>Fifth and final Syrian vulnerable household assisted with accommodation and support from April 2018</p>	<b>Achieved and ongoing</b>



No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>18-19 SWEP arrangements duplicated previous years i.e. joint working between YRP Outreach and Housing Options Team to identify rough sleepers and arrange emergency accommodation either at hostels or B&amp;B</p>	<p><b>Achieved and ongoing</b></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>Rough sleeping estimate took place on 14 November 2018</p> <p>2 rough sleepers identified</p>	<p><b>Achieved</b></p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>New SLA signed for 2018 – 2021</p> <p>Regular monitoring through SLA monitoring meetings and partnership working</p>	<p><b>Achieved and ongoing</b></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>Senior Options Officers attended Early Help Advisory Board meetings in June, July &amp; September 2018. Local launch of Family Partnership meetings delayed until 2019-20 due to Social Services re-organisation.</p>	<p><b>Achieved and ongoing</b></p>

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Progress	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>Second Strategy conference/homelessness forum held on 9 October 2018</p> <p>Third conference/forum arranged for 8 October 2019</p>	<p><b>Achieved and ongoing</b></p>

