

Homelessness Strategy Action Plan 2013-2018

Update: Year 2 (2014-2015)

Strategic Priority One: Prevention

| No. | Action | Target outcome | Lead Officers | Partner Agencies | Progress | Status |
|-----|--|--|--|--|---|-----------------------------|
| 1.1 | Maintain good quality housing options advice, casework and other interventions through the Council's Housing Options Team and Don't Lose Your Home or Business Service | Regular staff training and monitoring of outcomes, number of preventions and quality of service through customer surveys | Housing Options Manager | Waverley Borough Council | <ul style="list-style-type: none"> All staff attended on Gold Standard training provided by Shelter/NHAS between November 2013 – January 2014 542 homeless preventions in 2013/14, 692 2014/15 Most recent analysis showed 82% of customers are more than satisfied or very satisfied with service with 11% satisfied Telephone surveys to take place 2015 | Achieved and ongoing |
| 1.2 | Continue to fund the HELP school education project run by Step by Step | Negotiate revised grant and confirm number of presentations in local Waverley schools. | Housing Needs Manager Housing Options Manager | Waverley Borough Council Step by Step | <ul style="list-style-type: none"> Agreement with Step by Step to continue HELP project for local schools at a reduced cost of £2,000 Presentations to 120 Year 6 children at Hale Primary School, Loseley Fields Primary School and Green Oak Primary School Presentations arranged for Heath End School, Farnham and aiming to visit Weydon, Rodborough and Broadwater Schools | Achieved |

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|-----|--|---|---|---|--|----------|
| 1.3 | Promote online housing options wizard on website and to statutory and voluntary agencies | <p>Launch upgraded version of the wizard and promote it among staff and stakeholders</p> <p>Assist other Surrey Councils in implementing the wizard as part of Waverley's contribution to the Surrey Homelessness Alliance</p> | Housing Options Manager | <p>Waverley Borough Council</p> <p>Abritas IT supplier</p> <p>Surrey Borough/District Councils</p> | <ul style="list-style-type: none"> Upgraded version of Housing Options Wizard launched Other Surrey Boroughs/Districts have implemented Housing Options Wizard. | Achieved |
| 1.4 | Monitor Impact of Welfare Reform Changes | Monitor whether the welfare reform changes result in an increase in rent arrears/ homelessness and review whether the extra support services are able to prevent homelessness e.g. welfare reform officer post, discretionary housing payments, transfers and Homeswapper | <p>Rent Accounts Manager</p> <p>Benefits Manager</p> <p>Special Projects Officer</p> <p>Housing Needs Manager</p> <p>DLYH Manager</p> | <p>Waverley Borough Council</p> <p>Citizens Advice Waverley</p> <p>Tenants panel</p> <p>Welfare Benefit Group</p> | <p>Welfare reform changes to date have had less of an impact than anticipated:</p> <ul style="list-style-type: none"> Number of cases affected by under occupation housing benefit reduction reduced over the last 2 years from 417 to 190 due to proactive work to encourage downsizing and the Easy Move scheme Impact on Council rent arrears has been less than expected due to proactive advice from the Rent Team and the Welfare Reform Officer and use of discretionary housing payments in the short term A review of housing support services is planned for 2015/16 to ensure that services are co-ordinated and delivered more effectively and partnership working with other agencies continues to be developed. | Achieved |

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|-----|---|---|--|--|---|----------|
| 1.5 | 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 | Monitor the homelessness budget to ensure that it is spent in the areas that deliver most value for money and meets the Council's statutory homelessness duties | Housing Options Manager Housing Needs Manager | Waverley Borough Council | <ul style="list-style-type: none"> • Funds are being used flexibly e.g. upfront payments to secure private rented properties through Ethical lettings • A review of outstanding deposit balances is underway to ensure all Housing Register applicants who have received deposits have repayment arrangements in place • New fixed term post agreed to maximise collection of outstanding deposit bond/rent in advance debts | Achieved |
| 1.6 | Continue to fund Sanctuary Scheme to help victims of domestic violence safely remain in their homes | Monitor and review numbers, costs feedback from customers | Specialist Housing Options Officer | Waverley Borough Council Police & Fire Services | <ul style="list-style-type: none"> • 20 Sanctuary Schemes funded in 2013/14 • 20 Sanctuary Schemes funded in 2014/15 • Customers surveys have commenced | Achieved |

Strategic Priority Two: Accommodation

| No. | Action | Target outcome | Lead Officers | Partner Agencies | Progress | Status |
|-----|--|--|---|--------------------------|--|---------------------------|
| 2.1 | Maximise use of existing stock by addressing under occupation. | <p>Continue to promote existing cash incentive scheme and Homeswapper & monitor whether the welfare reform changes release more family sized accommodation</p> <p>Introduce introductory & flexible tenancies in Waverley's Council stock</p> <p>Graduate trainee to carry out consultation and research as to initiatives that would encourage householders to downsize</p> | <p>Homechoice Manager</p> <p>Landlord Services Manager</p> <p>Service Development Manager</p> | Waverley Borough Council | <ul style="list-style-type: none"> • Waverley Homes & People has been used to promote Homeswapper, the Easy Move service and the cash incentive scheme • Two Home Exchange events were held in Godalming on Saturdays in August and December 2013. Future events planned for Haslemere and Cranleigh • An Easy Move Officer was appointed in February 2014 to run the under-occupation project funded by PPPF. 21 moves achieved to date. • Introductory and flexible tenancies introduced 1 September 2014 – 84 to tenancies to 1 April 2015 • Incentive payment amounts increased to encourage downsizing | Achieved |
| 2.2 | Use freedoms from new financing arrangements of the HRA to development new Waverley owned affordable housing | 9 new council-owned homes to completed in 2013/14 | Housing Development Manager | Waverley Borough Council | <p>:</p> <ul style="list-style-type: none"> • 7 new affordable homes in Farncombe completed and let March - May 2015 • 14 new affordable homes on Station Road, Godalming – completion due late 2015 • 4 new affordable homes in Wonersh, start on site Jan 2015, completion due early Aug 2015 • 2 new affordable homes in Shamley Green, completion due late June 2015 | Partially achieved |

| No. | Action | Target outcome | Lead Officers | Partner Agencies | Progress | Status |
|-----|---|--|-----------------------------|---|--|----------|
| 2.3 | Re-develop site of temporary accommodation scheme at Wonersh into new Council owned affordable housing | Planning application for four family sized homes to be submitted in July 2013 | Housing Development Manager | Waverley Borough Council | <ul style="list-style-type: none"> • Planning permission for four homes was granted in January 2014. Completion expected early August 2015 | Achieved |
| 2.4 | Monitor impact of reduction in temporary accommodation units from 11 units to 6 following the re-development of Ladymead, Wonersh | <p>Flexibility to use permanent housing association stock as homeless prevention units or the Council's own stock as temporary accommodation when all other alternatives are exhausted</p> <p>Explore a range of alternative options to address future homelessness e.g.</p> <ul style="list-style-type: none"> - Homeless prevention units in existing and new housing association schemes -developing alternative Council owned temporary accommodation - enhancing the Council's private rented scheme to boost attractiveness to landlords - developing further satellite units to assist in move on from existing homelessness hostels -review emerging 'social lettings' private sector schemes | Housing Needs Manager | <p>Waverley Borough council</p> <p>Housing Association partners</p> <p>Surrey Housing Related Support Panel</p> | <ul style="list-style-type: none"> • The service has managed without use of Ladymead and to date only one unit of hard to let permanent sheltered stock has had to be used as temporary accommodation. • Exploring whether one or two of the six units at Chapel Court could be leased to A2 as move on accommodation from supported accommodation at Pilgrim Court • Homelessness Prevention Fund available to help officers target resources and ensure the need for temporary accommodation is minimised • Homeless prevention fund used to install shower in one bedsit unit in March 2015 to give greater flexibility for helping disabled homeless customers | Achieved |

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| 2.5 | Support and enable development of more affordable and supported housing developed by housing associations | <p>Enable the development of 2 units by housing associations in Waverley</p> <p>Ongoing liaison with agencies / housing associations in regard to addressing gaps in provision for special needs groups – e.g. learning disabilities, complex needs, mental health etc</p> | <p>Housing Strategy and Enabling Manager</p> <p>Housing Needs Manager</p> | <p>Waverley Borough Council</p> <p>Housing Association Partners</p> <p>Homes & Communities Agency (HCA)</p> <p>Single Housing Panel</p> | <ul style="list-style-type: none"> 2 x 2 bedroom chalet bungalows completed at Keens Yard, Witley by First Wessex Housing Association Continued work with housing association partners on future developments in Waverley and regular liaison through Registered Provider Forum and Supported Housing Forum | Achieved |
| 2.6 | Continue to fund a supported lodgings placement for young people. | Fund one unit & review arrangements with a view to commissioning more units if needed or de-commissioning if not. | <p>Housing Needs Manager</p> <p>Housing Options Manager</p> | <p>Waverley Borough Council</p> <p>Step by Step</p> | <ul style="list-style-type: none"> One supported lodging place funded until 2015 Future supported lodgings to be funded on a spot purchase basis if needed | Achieved |
| 2.7 | Continue to monitor effectiveness of homeless prevention units. If initial effectiveness and success maintained, negotiate further provision within housing association schemes | <p>Maintain regular liaison with Mount Green and First Wessex housing associations and monitor move on arrangements and wider outcomes for households placed in the units.</p> <p>Subject to monitoring and homelessness trends, negotiate additional units in existing and future housing association schemes</p> | <p>Housing Options Manager</p> <p>Housing Needs Manager</p> <p>Housing Strategy and Enabling Manager</p> | <p>Waverley Borough Council</p> <p>Partner housing associations</p> | <ul style="list-style-type: none"> Prevention units have played a key role in providing accommodation for households threatened with homelessness and minimising the use of temporary. Of the 11 units that became available in May 2012, 8 households have successfully moved on | Achieved |

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| 2.8 | Explore possibility of a satellite move-on property to help free up supported housing bed-spaces at Vaughan House, Guildford | <p>Following hand back of a Council property leased to Surrey County Council for clients with mental health needs, assess its suitability for leasing to Riverside Housing as a move on property for Vaughan House.</p> <p>Subject to outcome of the above, monitor effectiveness and if successful explore a similar model for other supported schemes using existing or new Council or housing association stock.</p> | <p>Housing Options Manager</p> <p>Housing Needs Manager</p> | <p>Waverley Borough Council</p> <p>Riverside Housing Association</p> <p>Other Housing Associations</p> | <ul style="list-style-type: none"> Property leased to Riverside Housing November 2014 to provide move on accommodation for 3 residents | Achieved |
| 2.9 | Explore leasing an unused, difficult to let Council owned flat in Churt for use as learning disability accommodation | <p>Undertake options appraisal of the site through the Housing Delivery Board</p> <p>Subject to the above, enter into negotiations with learning disability provider in regard to leasing arrangements</p> | <p>Housing Needs Manager</p> <p>Housing Delivery Manager</p> | <p>Waverley Borough Council</p> <p>Supported Housing Associations</p> <p>Surrey Social Services (Adult Social Care)</p> | <ul style="list-style-type: none"> Different leasing options have been explored with different supported housing providers but no proposals were considered suitable The Council is exploring alternative options for the property | Partially achieved |

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|------|--|--|--|---|--|-----------------------------|
| 2.10 | Increase capacity in supported housing in Waverley | <p>New provision of 4 supported housing bed spaces in Farnham for clients recovering from drug/alcohol problems by July 2013</p> <p>New provision of 3 supported housing bed spaces for homeless clients with a previous offending history by September 2013</p> <p>Development of 3 self contained move-on flats for those with low support needs at Belmont House, Farnham by March 2014</p> <p>Development of 2 self contained move-on flats at Aarons Hill, Godalming for those with mental health needs by March 2014</p> | <p>Housing Strategy and Enabling Manager</p> <p>Housing Options Manager</p> <p>Housing Needs Manager</p> | <p>Transform Housing & Support</p> <p>Waverley Borough Council</p> <p>Surrey DAAT (Drug and Alcohol Action team)</p> <p>Probation</p> <p>Surrey Supporting People</p> | <ul style="list-style-type: none"> 4 Supported housing bed spaces in Farnham for clients recovering from drug/alcohol problems: Achieved: July 2013 New provision of 3 supported housing bed spaces for homeless clients with a previous offending history by September 2013: Achieved: Nov 2013 Development of 3 self contained move-on flats for those with low support needs at Belmont House, Farnham by March 2014: Achieved: July 2014 Development of 2 self contained move-on flats at Aarons Hill, Godalming for those with mental health needs by March 2014: Not achieved: planning permission refused | Achieved and ongoing |

Strategic Priority Three: Improvement

| No. | Actions | Action Targets | Lead Officers | Partner Agencies | Progress | Status |
|-----|--|---|--|---|--|---------------------------|
| 3.1 | Meet the 10 Gold Standard challenges set by the CLG | Complete self diagnostic tool kit and participate in peer review process. Apply for bronze standard | Housing Needs Manager | Housing Options Section Woking and Guildford Councils | <ul style="list-style-type: none"> At time of setting this target diagnostic toolkit had not been published. Toolkit is very comprehensive and will take longer to work through than anticipated by all concerned. Peer inspections due to complete September 2015 –Subject to inspection outcome apply for bronze standard Autumn 2015 | Partially Achieved |
| 3.2 | Extend Waverley's assistance to non priority need homeless customers | With partners in the other Surrey Boroughs and Districts agree and implement a minimum offer of assistance for non priority need homeless applicants e.g. Deposit grant to help secure private rented accommodation | Housing Options Manager Housing Needs Manager | Waverley Borough Council Surrey Boroughs/ Districts | <ul style="list-style-type: none"> Waverley has extended assistance deposit bond scheme to include non priority need homeless customers and has received £21,800 from CLG to help fund this | Achieved |
| 3.3 | Enhance Waverley's deposit bond scheme for landlords | Create an online landlord resource centre for private landlords that work with Waverley Explore the merits of formalising a golden hello payment for landlords that sign up to assist customers referred by Waverley | Housing Options Manager | Waverley Borough Council Private landlords and lettings agents | <ul style="list-style-type: none"> Online Landlord resource centre launched in September 2013 following Landlord's Forum Using Ethical Lettings to work with landlords to increase access to private rented properties following success of the Social Lettings Pilot Continuing to use golden hellos on a case by case basis rather than a formal scheme, if this provides the best outcome for the customer and the Council Exploring opportunities to use the Homelessness Prevention Fund to enhance the service | Achieved |

| No. | Actions | Action Targets | Lead Officers | Partner Agencies | Progress | Status |
|-----|---|--|-------------------------|---|--|--------------------|
| 3.4 | Extend customer surveys | Review and update customer satisfaction form and pilot additional survey to those in deposit bond properties. | Housing Options Manager | Waverley Borough Council | <ul style="list-style-type: none"> Continued positive feedback from customer satisfaction surveys Sanctuary scheme customer surveys launched 2015 Telephone surveys to be devised and carried out 2015-2016 | Partially Achieved |
| 3.5 | Develop a local alternative to the No Second Night Out model for rough sleepers | <p>Monitor reports of rough sleeping from Streetlink and any staff resource implications in responding</p> <p>Use travel warrants to help rough sleepers with no connection to Waverley with onward travel to hostels/usual area of residence</p> <p>Liaison with support providers for Waverley rough sleepers and advice through Options wizard, Options interview and assistance to access alternative accommodation</p> <p>Carry out rough sleeping estimate in Autumn 2013 in co-operation with partners (Ranger service, Faith Forum, Police, Citizens Advice Waverley).</p> | Housing Options Manager | <p>Waverley Borough Council</p> <p>Homeless Hostels</p> <p>Supported Housing providers</p> <p>Faith Forum</p> <p>Citizens Advice Waverley</p> | <ul style="list-style-type: none"> Closer co-operative working achieved through partnership meetings with organisations who help Waverley rough sleepers in Guildford and Woking Rough sleeper count in Autumn 2014 estimated 0 rough sleepers. This needs setting in the context that Waverley clients will often be included in counts for Woking and Guildford areas, as clients gravitate to where there is hostel provision Successful West Surrey bid for DCLG funding will mean a support service for complex needs single homeless clients will launch in July 2015 covering Waverley, Guildford and Woking | Partially achieved |
| 3.6 | Make use of additional powers from the Localism Act 2011 to discharge homelessness duties in the private sector where appropriate | Amend procedures and paperwork and review outcome of cases assisted in this way | Housing Options Manager | <p>Waverley Borough Council</p> <p>Private landlords/ Lettings agents</p> | <ul style="list-style-type: none"> Procedures amended to enable the discharge of homelessness duties in the private rented sector. To date one private sector offer to discharge homeless duty has taken place. | Achieved |

Strategic Priority Four: Support

| No. | Action | Target outcomes | Lead Officers | Partner Agencies | Progress | Status |
|-----|---|--|---|--------------------------|---|-----------------|
| 4.1 | Maintain the housing support service provided to vulnerable people by the Housing Options Support Officer | Ongoing support to clients placed in private sector accommodation and homeless prevention units and providing specialist housing options advice to vulnerable customers approaching the Council as homeless | Housing Options Support Officer Specialist Housing Options Officer | Waverley Borough Council | <ul style="list-style-type: none"> • A housing support service to vulnerable people has continued to be provided by the Housing Options Support Officer throughout 2013/14 • The Housing Options Support Team have supported 106 households, across all tenures, and including temporary accommodation, homelessness prevention units, private and social rented homes during 2014-15 | Achieved |
| 4.2 | Don't Lose your Home or Business Service | Continue to run, promote and monitor the Council's Don't Lose your Home or Business Service Ensure service complements and works in partnership with the range of other support services e.g. welfare reform role, Citizens Advice Waverley | Don't Lose your Home or Business Manager Housing Needs Manager | Waverley Borough Council | <ul style="list-style-type: none"> • The Don't Lose your Home or Business service has continued throughout 2013-14 and 2014-2015 and prevented 80 households from becoming homeless. • The project has worked in partnership with other providers to deliver the service | Achieved |
| 4.3 | Recruit to Supporting People funded support officer role for Council tenant support | Advertise and recruit to fixed term contract until April 2014. Review and assess effectiveness and in liaison with Supporting People Team explore options for extending the service post April 2014 subject to funding and effectiveness | Landlord Services Manager | Waverley Borough Council | <ul style="list-style-type: none"> • Post was successfully recruited to but following a review of Supporting People funding for this role it has been deleted • Review of housing support services will ensure that effective support services continue to be provided to council tenants | Achieved |

| No. | Action | Target outcomes | Lead Officers | Partner Agencies | Progress | Traffic Light |
|-----|--|--|-------------------------------|--------------------------|--|---------------|
| 4.4 | Recruit to Welfare Reform Support Officer role | <p>Re-appoint to the role following resignation of previous post-holder.</p> <p>Monitor effectiveness so the post-holder targets those most in need.</p> | Senior Rents Accounts Officer | Waverley Borough Council | A Welfare Reform Officer was appointed in in August 2013 and has helped the team to minimise the impact of welfare changes on rent arrears | Achieved |

Strategic Priority Five: Partnership Work

| No. | Actions | Target outcomes | Lead Officers | Partner Agencies | Progress | Status |
|-----|---|-----------------|---|--|---|------------------------------------|
| 5.1 | <p>Maintain Housing Service representation and participation at multi agency meetings e.g. Surrey Housing Needs Managers Meeting, CBL sub regional meetings, Surrey Homelessness Officers group, South West Surrey Domestic Abuse Forum, Surrey Housing Related Support People Joint Management Board, MARAC, MAPPA, Social Services case conferences, Housing Association Forum. Waverley Single Housing Panel</p> | Ongoing | <p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Specialist Options Officer</p> | <p>Waverley Borough Council</p> <p>Surrey Supporting People</p> <p>Surrey Boroughs/Districts</p> <p>Hart and Rushmoor Councils</p> <p>Surrey County Council</p> <p>Surrey Police</p> <p>Surrey PCT</p> <p>Housing Associations</p> | <ul style="list-style-type: none"> Housing Needs Manager, Housing Options Manager and Specialist Housing Options Officer attend a variety of partnership meetings to help ensure that housing options work is co-ordinated with the work of other statutory and voluntary agencies | <p>Achieved and ongoing</p> |

| No. | Actions | Target outcomes | Lead Officers | Partner Agencies | Progress | Status |
|-----|--|---|--|--|---|----------------------|
| 5.2 | Continue to manage and coordinate Single Housing Panel | Continue to arrange and manage the Single Housing Panel and promote to stakeholders | Housing Options Manager Senior Homechoice Officer | Waverley Borough Council Supported housing providers Floating Support Services Health Social Services Probation | <ul style="list-style-type: none"> Housing Options Manager and Senior Homechoice Officer co-ordinate bi-monthly multi agency meeting with supported housing providers to discuss housing and support needs of vulnerable single homeless clients | Achieved and ongoing |
| 5.3 | Launch and monitor outcomes of Waverley Family Support Service | Recruit and train support workers Monitor outcome of team around the family approach with partners | Waverley Family Support Manager | Waverley Family Support Team Social Services Police Schools Health | <ul style="list-style-type: none"> Criteria for the Family Support Service has recently been extended 21 households are currently being supported Feedback from customer surveys is very positive | Achieved and ongoing |

| No. | Action | Target outcomes | Lead Officers | Partner Agencies | Progress | Status |
|-----|--|---|---|---|--|----------------------|
| 5.4 | Work with partners to maintain and develop Severe Weather Emergency Provision (SWEP) for single homeless clients | Agree SWEP arrangements for Winter 2013-2014 and explore whether local emergency accommodation provision can be added to the scheme | <p>Housing Options Manager</p> <p>Housing Needs Manager</p> | <p>Housing Options Service</p> <p>Guildford, Woking and Surrey Heath Councils</p> <p>York Road Project, Woking</p> <p>Number Five Project, Guildford</p> <p>Stonham Housing Association</p> <p>Faith groups</p> | <ul style="list-style-type: none"> • Arrangements for SWEP for Winter 2014/15 were agreed and implemented – statistics for use are still awaited from the hostel providers • Arrangements for 2015-16 to be agreed | Achieved & ongoing |
| 5.5 | Continue to support the work of Citizens Advice Waverley and monitor performance through Service Level Agreement | Regular monitoring of service level agreement and reports to CMT and committee as required | <p>Community Services Manager</p> <p>Housing Benefit Manager</p> <p>Housing Needs Manager</p> | <p>Waverley Borough Council</p> <p>Citizens Advice Waverley</p> | <ul style="list-style-type: none"> • Successful joint working to secure Big Lottery funding for delivering financial capability workshops to residents. • Service Level Agreement is regularly monitored (quarterly) and grant level has been maintained for the last 3 years. • Better joint working as a partnership between the Council and Citizen Advice Waverley through regular liaison meetings • Planned joint working in 2015-2016 in relation to 'Letting with Confidence' research project | Achieved and ongoing |

| No. | Actions | Action Targets | Lead Officers | Partner Agencies | Progress | Status |
|-----|---|--|--|--|---|----------|
| 5.6 | With other Surrey Borough & District Councils agree revised 16-17 year old protocol with Surrey Social Services | Agree revised joint protocol and monitor effectiveness | Housing Needs Manager Housing Options Manager | Waverley Borough Council Surrey Borough and District Councils Surrey Social Services | <ul style="list-style-type: none"> Revised protocol in place | Achieved |
| 5.7 | As part of Surrey Homelessness Alliance help other Surrey Boroughs & Districts procure and implement Housing Options wizard | Attend implementation meetings as needed and assist Councils in implementation | Housing Options Manager | Waverley Borough Council Surrey Boroughs and Districts | <ul style="list-style-type: none"> Housing Options Manager demonstrated the Housing Options Wizard to other Borough and District Councils who have now procured and implemented the system | Achieved |

