

Homelessness and Rough Sleeping Reduction Strategy Action Plan 2020-2021

Action	Outcome	Lead	Complete by	Correlating theme
Improve communication to residents, third sector agencies, faith organisations, and community groups, in order to intervene and prevent homelessness earlier	<ul style="list-style-type: none"> Improve our online presence by ensuring the most up to date information appears on our website, it is regularly updated and accessible for all. This will enable residents with a housing need to access the services they need. Build resident portal Promote how residents can access help, advice and information via our social media channels. Ensure residents can access advice and support as early as possible, especially given the ongoing impact of Covid 19: e.g. 'remote access' to housing advice Use posters and leaflets in public spaces Implement co-location of service Develop and implement the use of bespoke, realistic and achievable Personal Housing Plans 	Head of Homelessness Housing IT team / Housing Comms Team	September 2021 March 2021 December 2020	Giving residents the power and ability to solve problems by refreshing and personalising the advice and information we provide when people may be facing homelessness. Make our housing services more visible and accessible to all residents. Preventing residents from becoming homeless and assisting them when they have become homeless.
Enable and support residents to make choices	<ul style="list-style-type: none"> Develop accessible materials for residents regarding the housing market Use materials to clearly explain all housing options Review staff training and procedures Commission staff training Implement roll out of staff training 	Housing Transformation Manager Head of Homelessness	December 2020 March 2021	Giving residents the power and ability to solve problems by refreshing and personalising the advice and information we provide when people may be facing homelessness.
Use the private rented sector (PRS) in an appropriate and effective way	<ul style="list-style-type: none"> Understand the impact that Covid 19 has had upon the PRS market and develop new opportunities where possible Develop an attractive PRS option for residents and landlords Use discharge of duty to the PRS where appropriate Increase the number of private sector offers we make Develop a PRS landlord forum Implement strong tenancy support post move Provide tenancy sustainment training for residents Where Kensington and Chelsea is too unaffordable, support residents moving out of the borough to settle 	Head of Homelessness / Head of TA and Housing Solutions	September 2021 March 2021 March 2021 March 2021	Providing suitable accommodation for homeless households.



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Identify and support residents as early as possible	<ul style="list-style-type: none"> Develop and implement tenancy sustainment training for residents vulnerable to loss of tenancy Provide an improved and focused mediation and negotiation service Implement a third sector forum to develop partnerships Implement a forum for housing associations and Housing Management to develop stronger relationships Develop strategies to safeguard against any possible future Covid19 lockdown 	<p>Head of Homelessness</p> <p>Registered Provider Liaison Lead Officer</p>	<p>December 2020</p> <p>March 2021</p> <p>March 2021</p> <p>March 2021</p>	<p>Preventing residents from becoming homeless and assisting them when they have become homeless.</p> <p>Develop solutions through early identification and intervention.</p>
Develop specialist housing pathways	<ul style="list-style-type: none"> Refresh 16/17 year-old protocol Explore how our service works/doesn't work for hidden homeless – implement changes where appropriate Develop formal duty to refer protocols with statutory agencies in line with Code of Guidance. Establish similar joint-working and referral protocols with community agencies (reflecting resident access to services given Covid19 impact) 	<p>Housing Strategy and Policy Manager</p> <p>Head of Homelessness</p>	<p>March 2021</p> <p>September 2021</p> <p>June 2021</p>	<p>Providing suitable accommodation for homeless households.</p> <p>Preventing residents from becoming homeless and assisting them when they have become homeless.</p>
Develop and embed joint working	<ul style="list-style-type: none"> Embed joint working through co-location Develop and implement joint working protocols with Council services: <ul style="list-style-type: none"> Children's Services Adult Social Care Environmental Health Public Health Develop referral and support pathways with third sector: <ul style="list-style-type: none"> Voluntary Community Charity Faith groups 	Head of Homelessness	<p>March 2021</p> <p>March 2021</p> <p>March 2021</p>	Working with partners to prevent homelessness earlier.

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Reduce /eliminate rough sleeping	<ul style="list-style-type: none"> Explore Housing First scheme proposals, (and wider support for rough sleepers) should bids for MHCLG Next Steps Accommodation Funding prove successful 	Housing Commissioning	December 2020	<p>Reducing and working towards the elimination of rough sleeping</p> <p>Prevent residents from rough sleeping in the first place.</p> <p>Support rough sleepers into suitable accommodation and off the streets for good.</p>
	<ul style="list-style-type: none"> Work with partners to explore provision of winter shelters and hubs in post Covid 19 environment, and ensure we are best placed to respond to any further Covid 19 lockdown 	Street Population Manager	November 2020	
	<ul style="list-style-type: none"> Develop a service available to those with no recourse to public funds to support them to: <ul style="list-style-type: none"> regain eligibility to public funds regain the right to rent be reconnected to their home country where appropriate 	Head of Homelessness / Adult Social Care	November 2020	
	<ul style="list-style-type: none"> Improve the provision of mental health and drug and alcohol, and abuse support 	Homelessness Intervention Team Manager	September 2021	
	<ul style="list-style-type: none"> Explore joint funding for a specialist rough sleeper mental health worker with CNWL 		March 2021	
Provide suitable accommodation options	<ul style="list-style-type: none"> Work with Environmental Health to ensure quality of PRS conditions 	Head of Homelessness / Housing Strategy and Policy Manager / Head of TA and Housing Solutions	March 2021	<p>Improve our procurement and provision of accommodation for homeless households.</p> <p>Preventing residents from becoming homeless and assisting them when they have become homeless.</p>
	<ul style="list-style-type: none"> Ensure TA complies with fire, health and safety, FRA record update 		September 2021	
	<ul style="list-style-type: none"> Increase the percentage of accommodation that we own and contract directly with landlords so that we can enforce high standards 		September 2021	
	<ul style="list-style-type: none"> Set up a Direct Lettings Agency 		September 2021	
	<ul style="list-style-type: none"> Revise Allocation Scheme 		March 2021	
	<ul style="list-style-type: none"> Reduce numbers in TA by 10 per cent 		March 2021	
	<ul style="list-style-type: none"> Review and update Accommodation Procurement Strategy 		September 2021	
<ul style="list-style-type: none"> Strengthen our relationships with Registered Providers, in order to maximise resident access to affordable social homes 	March 2021			

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Bid for and use funding effectively	<ul style="list-style-type: none"> Ensure prevention fund is used effectively Ensure a successful bid for MHCLG Next Step Accommodation Funding provides long-term support and independence for rough sleepers impacted by Covid 19 Explore more funding opportunities including joint bids 	<p>Head of Homelessness, Daniel Ferlance</p> <p>Housing Strategy and Policy Manager</p>	September 2021	Preventing residents from becoming homeless.
Transform and restructure homelessness services	<ul style="list-style-type: none"> Shift emphasis to: <ul style="list-style-type: none"> prevention reaching residents earlier improving access simplifying homelessness journey joint working with other services and Third Sector training to support different needs – language, culture, faith, identity – build softer skills embedding the new culture 	Director of Housing and Transformation	September 2021	Preventing residents from becoming homeless and assisting them when they have become homeless.
Learn from our residents	<ul style="list-style-type: none"> Pro-actively seek ‘service user’ feedback Undertake a Covid 19 Homelessness customer service feedback survey on how the service was delivered and what needs to be improved Develop customer feedback groups and events to measure the progress from the service feedback, along with identify any emerging issues that including Covid19 impacts Exploring the use of digital survey feedback Using the duty to refer information as indicator on service need and offering surgeries/information sharing opportunities in those forums Revise our services based on feedback Develop a peer mentoring scheme for the most complex cases 	Housing Transformation Manager / Head of Homelessness	<p>March 2021</p> <p>September 2021</p>	<p>Excellent resident service ‘Done with, not done to’.</p> <p>We will engage with our residents in an empathetic, honest and respectful way so residents feel genuinely listened to, and trust that we are doing all that is possible to help them.</p>

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Look at the wider causes of homelessness in the borough	<ul style="list-style-type: none"> • Explore working with Public Health/universities to carry out research into the triggers and impact of homelessness, including the ongoing impact of Covid 19 • Analysis of borough data to identify true underlying causes of homelessness • Identify and support the use of data libraries • Work across Council and external services to identify financial trigger points • Work with Housing IT to use our own data 	Housing Strategy and Policy Manager	September 2021	<p>Working with partners to prevent homelessness earlier.</p> <p>Look at the wider causes of homelessness in the borough and develop solutions through early identification and intervention.</p>
Improve residents' ability to increase income	<ul style="list-style-type: none"> • Increase referrals to Housing and Employment Team increase by 25 per cent • Explore implementation of BEAM initiative • Improve financial inclusion • Work with partners and stakeholders to ensure employment and financial support is available to those affected by Covid 19 	Head of Homelessness / Head of TA and Housing Solutions / Housing and Employment Manager	September 2021	Giving residents the power and ability to solve problems by refreshing and personalising the advice and information we provide when people may be facing homelessness.
Become a Customer Service Accredited service	<ul style="list-style-type: none"> • Undertake customer service review • Work towards fulfilling criteria to accreditation 	Head of Homelessness	September 2021	Make our housing services more visible and accessible to all residents, and better communicate what we can and cannot offer.
Personalise the advice we give	<ul style="list-style-type: none"> • Assessing the effectiveness of the information and advice we give now and how we give it • Enable officers to have more individualised conversations with people to reply to their specific needs 	Head of Homelessness	March 2021	Giving residents the power and ability to solve problems by refreshing and personalising the advice and information we provide when people may be facing homelessness.

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Achieve Domestic Abuse Housing Alliance Accreditation	<ul style="list-style-type: none"> • Establish Sub-groups for: <ul style="list-style-type: none"> • policy and procedure • case management • risk management • review and implement new working practice in these areas • work with partners to ensure residents experiencing domestic abuse and severely affected by the Covid 19 pandemic receive appropriate services and support. 	Head of Homelessness / Head of Neighbourhood Management	September 2021	<p>Look at the wider causes of homelessness in the borough and develop solutions through early identification and intervention.</p> <p>Make our housing services more visible and accessible to all residents, and better communicate what we can and cannot offer.</p> <p>Work with partners and other housing providers to develop more effective interventions and solutions to homelessness through earlier identification and intervention.</p>