

## **Appendix One: Homelessness Reduction Act 2017 Delivery Plan**

### **Introduction**

The Homelessness Reduction Act (referred to as ‘the Act’) is due to be introduced on 3<sup>rd</sup> April 2018 and represents the biggest change in Homelessness for over 15 years. It requires a significant shift in emphasis to early intervention and effective prevention. This will mean a whole Council approach to tackling homelessness and will involve a significant change in culture.

In order to achieve the ethos and spirit of the Act, this Delivery Plan outlines the key work streams and outcomes identified to ensure that a robust approach to homeless prevention is introduced. The Delivery Plan will be supported by a number of work plans. Each work stream will have a lead officer who will be responsible for the work plan for that area of work.

The Project Group will be responsible for the completion of the actions contained within the Delivery Plan and will meet weekly to oversee the progress of the Delivery Plan.

In addition, a Steering Group will be established to co-ordinate a whole Council approach along with partners to develop a holistic approach to homeless prevention

***Our vision is for Sandwell to become a centre of excellence for the prevention of homelessness***

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Desired Outcome	Description of outcome / work stream	Key Milestones	Target Date
1	<p><b>Strategic Development</b> Develop a council wide strategic approach to the prevention of homelessness</p>	<p><b>Ensure Corporate commitment to the prevention of homelessness</b></p> <ul style="list-style-type: none"> <li>(i) Ensure MPs &amp; Members are briefed on the Homeless Reduction Act</li> <li>(ii) Dependent on above, deliver presentation to wider member group</li> <li>(iii) Undertake presentations to relevant colleagues within the Neighbourhoods Directorate and other relevant Directorates</li> <li>(iv) Undertake a review of the Homeless Strategy</li> <li>(v) Review the Allocations Policy to ensure that it supports the spirit / ethos of the Act</li> </ul>	31 <sup>st</sup> January 2018
2	<p><b>Partnership Working</b> Engage with Partners to develop a holistic approach to the prevention of homelessness with the relevant statutory and voluntary sector</p>	<p><b>Partners are actively engaged and are assisting with the prevention of homelessness</b></p> <ul style="list-style-type: none"> <li>(i) Establish a clear understanding of the range of agencies / partners that can assist with the prevention of homelessness</li> <li>(ii) Promote the Act with partners, agencies, providers and Voluntary Sector</li> <li>(iii) Organise partner workshops events</li> <li>(iv) Establish links with Regeneration &amp; DWP to develop employment opportunities for clients</li> <li>(v) Explore opportunities within the WMCA to prevent homelessness</li> </ul>	30 <sup>th</sup> April 2018

3	<p><b>Resources</b> Plan for the use of new and current resources</p>	<p><b>All available resources have been identified and are used to support the implementation of the Act</b></p> <p>New Burdens Funding was announced on 16<sup>th</sup> October 2017 and is the second largest allocation in the West Midlands following Birmingham City Council</p> <p>Flexible Homeless Support Grant allocation has been awarded for 2017/18 &amp; 2018/19.</p> <ul style="list-style-type: none"> <li>(i) Identify all appropriate funding sources for the implementation of the Act</li> <li>(ii) Complete funding application to the Controlling Migration Fund to develop approach with Brushstrokes</li> <li>(iii) Develop a resource plan to meet the additional duties of the Act</li> </ul>	31 <sup>st</sup> January 2018
4	<p><b>Service Realignment</b> Undertake a review of the current structure and realign the service to ensure it meets the requirement of the Homeless Reduction Act</p>	<p><b>The service has been redesigned to meet the principles of the Act and improves the customer journey</b></p> <ul style="list-style-type: none"> <li>(i) Undertake an assessment of the potential workload increase as a result of the new duties</li> <li>(ii) Complete a Prevention Pathway Gap analysis</li> <li>(iii) Work with the Housing Advisor to review the front line service</li> <li>(iv) Agree delivery model</li> <li>(v) Develop a structure that is fit for purpose</li> <li>(vi) Undertake a recruitment and selection exercise</li> </ul>	31 <sup>st</sup> March 2018

5	<p><b>Marketing &amp; Communication</b> Develop a robust marketing &amp; communication plan to ensure employees, colleagues and partners are kept up to date</p>	<p><b>Ensure partners and employees are updated regularly on the Homeless Reduction Act</b></p> <ul style="list-style-type: none"> <li>(i) Undertake a review of current communication channels</li> <li>(ii) Identify key messages to promote the service</li> <li>(iii) Develop a robust and effective marketing and Communication plan</li> </ul>	31 <sup>st</sup> January 2018
6	<p><b>ICT</b> Introduce an effective ICT solution that meets the requirements of the Act and delivers a lean approach that is fit for purpose</p>	<p><b>Develop improved ICT solutions to improve efficiency</b></p> <ul style="list-style-type: none"> <li>(i) Undertake a review of the current IT homeless module</li> <li>(ii) Implement an effective Act Homelessness module</li> <li>(iii) Introduce the H-CLIC requirements</li> </ul>	28 <sup>th</sup> February 2018
7	<p><b>Joint Protocols</b> Review current protocols / pathways in place for vulnerable client groups</p>	<p><b>Develop Pathway plans / protocols for specific vulnerable groups</b></p> <ul style="list-style-type: none"> <li>(i) Undertake a review of the range of current protocols and identify any gaps</li> <li>(ii) Undertake a review of the 16/17 Protocol</li> <li>(iii) Implement Vulnerable families Protocol</li> <li>(iv) Develop Care Leavers Protocol</li> <li>(v) Develop Hospital Discharge Protocol</li> </ul>	31 <sup>st</sup> March 2018

8	<p><b>Workforce Development</b> The workforce has undertaken a robust training and development programme that delivers a cultural change that meets the spirit and ethos of the Act</p>	<p><b>A significant shift in culture has been achieved to meet the principles of the Act, which delivers a high quality, customer focussed homelessness service</b></p> <ul style="list-style-type: none"> <li>(i) Develop a workforce plan around behaviours and attitudes</li> <li>(ii) Investigate the opportunities to recruit apprentices</li> <li>(iii) Undertake a training needs analysis to support recent appraisal process</li> <li>(iv) Develop a comprehensive and robust training plan that delivers a fundamental shift in customer focused mindset / cultural change</li> </ul>	31 <sup>st</sup> March 2018
9	<p><b>Systems Redesign</b> Undertake a review of procedures and standard forms and letters to ensure they are free from jargon and are in plain English</p>	<p><b>Clear procedures are in place to ensure we are compliant with the requirements of the Act</b></p> <ul style="list-style-type: none"> <li>(i) Review current ISO procedures and forms to ensure compliance with the Act</li> <li>(ii) Ensure all correspondence is in Plain English</li> <li>(iii) Review the information required for the initial interview</li> <li>(iv) Introduce Personal Housing Plans</li> <li>(v) Revisit review process</li> </ul>	28 <sup>th</sup> February 2018
10	<p><b>Channel Shift</b> Increase self help opportunities in line with the Channel Shift agenda</p>	<p><b>The Act will lead to an increase in approaches for advice and assistance and where appropriate customers will be able to access information on line or through fact sheets</b></p> <p>Review and implement a range of fact sheets that provide relevant housing advice Explore an on line self-assessment tool</p>	

		<p>Explore the use of forms that can be placed on line</p> <p>Review the use of video conferencing across the service</p> <p>Review the content of the Housing Choice website</p>	<p>28<sup>th</sup> February 2018</p>
11	<p><b>Consultation</b> Review the approach to customer &amp; employee engagement in the delivery of the service and measure satisfaction levels</p>	<p><b>Ensure partners , officers and customers are involved in the development of the service</b></p> <ul style="list-style-type: none"> <li>(i) Develop appropriate service standards with Tenants</li> <li>(ii) Introduce customer satisfaction surveys</li> <li>(iii) Establish a focus group for those tenants re-housed as a result of homelessness</li> <li>(iv) Establish Officer consultation group</li> </ul>	<p>31<sup>st</sup> May 2018</p>
12	<p><b>Provision of accommodation</b> Increase access to suitable accommodation to assist with the prevention of homelessness</p>	<p><b>Maximise the availability of suitable accommodation across all tenures</b></p> <ul style="list-style-type: none"> <li>(i) Introduce a revised Nominations Agreement with Register Providers</li> <li>(ii) Undertake a review of Age restricted accommodation</li> <li>(iii) Introduce a revised Tenants Assistance Scheme</li> <li>(iv) Increase access to Private Sector Accommodation</li> <li>(v) Explore the use of Supported Accommodation</li> </ul>	<p>31<sup>st</sup> March 2018</p>

13	<p><b>Performance Management</b> Undertake a performance review in line with the requirements of the HRact</p>	<p><b>Ensure that relevant management information and performance indicators are established and monitored to assess the effectiveness of the new Act</b></p> <ul style="list-style-type: none"> <li>(i) Review Key Performance Indicators to ensure they measure the required outcomes of the Act</li> <li>(ii) Identify the management information required</li> <li>(iii) Review collection of data and monitoring processes</li> </ul>	28 <sup>th</sup> February 2018
14	<p><b>Monitoring &amp; Review</b> Review the progress with the implementation of the Act and revise the approach as necessary</p>	<p><b>Ensure that the service is meets the aims of the Act and continues to develop into a centre of excellence for the prevention of homelessness</b></p> <ul style="list-style-type: none"> <li>(i) Develop a monthly monitoring process</li> <li>(ii) Undertake a six months review</li> <li>(iii) Explore opportunities for benchmarking with other Local Authorities opportunities</li> <li>(iv) Undertake a Value for Money review of the service</li> </ul>	31 <sup>st</sup> October 2018