

Southwark Draft Homelessness and Rough Sleeping Action Plan

Please note - The lead parties and dates to all actions are to be considered as suggested and will be confirmed in the coming months following agreement of the draft strategy and its passage to formal consultation.

Priority one: Prioritise Homelessness prevention -

Reference	Description of Issue	Action	Proposed Timeframe	Lead(s) on delivery
1.	<i>Improving the timeliness and effectiveness of early help to sustain accommodation.</i>	<p>Improving our joint work with debt advice and debt management agencies locally and nationally.</p> <ul style="list-style-type: none"> - <i>Widening services across the Council that can contribute to Southwark's cost of living crisis roadshow to include providers of Southwark Works delivery partners</i> - <i>Increasing referrals to partner agencies such as Citizens Advice Southwark and Step Change and monitoring through personal housing plan reviews.</i> 	<p>Monitoring and reviewing at end of QR 4 2024-2025</p> <p>Monitoring and reviewing at end of QR 4 2024-2025</p>	<p><i>Housing Solutions, St Giles Trust, Beam Up Ltd, Citizens Advice Southwark and Private Renters Support Organisation</i></p> <p><i>Housing Solutions and review at Homelessness and Prevention Fora.</i></p>
2.				

		<p>Improving our joint work with agencies that help us tackle food and fuel poverty.</p> <ul style="list-style-type: none"> - <i>Ensuring relevant agencies for help are included in our initial advice offer digitally and that the Council website has a comprehensive outline of these sources of help for residents.</i> - <i>Ensuring our personal housing plans include standard elements of advice of where to seek wider help for those facing food and fuel poverty.</i> 	<p>Monitoring and reviewing at end of QR 1 2024-2025</p> <p>Monitoring and reviewing at end of QR 2 2024-2025</p>	<p><i>Southwark's Housing Solutions service and web team.</i></p> <p><i>Southwark's Housing Solutions service</i></p>
3.		<p>Using improved and easy to understand tools for residents and staff to use understanding how to manage household income.</p> <ul style="list-style-type: none"> - <i>Increasing the use of Southwark's online benefit and income maximisation tool by residents through monitoring.</i> - <i>Ensuring the enhanced benefit and income maximisation tool is used for every homeless application and monitoring the completion and use of these in casework reviews.</i> 	<p>Monitoring and reviewing at end of QR 1 2024-2025.</p> <p>Monitoring and reviewing at end of QR 2 2024-2025.</p>	<p><i>Southwark's Housing Solutions service and web team and digital platform partner.</i></p> <p><i>Southwark's Housing Solutions service</i></p>
4.				

	<p><i>Greater use of our Homelessness data and deprivation data collected within the Council to identify and target support for 'at risk' groups.</i></p>	<p>Using Council data to identify those in difficulty and to target tailored support early.</p> <ul style="list-style-type: none"> - <i>Working with our partners in exchequer services to access and utilise a borough wide LIFT dashboard and commence early intervention work with targeted households</i> - <i>To enhance our view of resident risk and needs with data held across the Council and to complete at least 4 interventions through direct communication and visits with impacted groups per year</i> - <i>To explore further sources of data held within the Council that can be added to the dashboard to provide greater insight into risk factors linked to housing insecurity.</i> - <i>Improving data collections on vulnerable groups, especially those who identify as LGBTQ+ to ensure we are offering an inclusive service that meets the needs of residents. The importance of this data collection and the need to create a safe environment</i> 	<p>End of Q2 2024-2025</p> <p>End of Q3 2024-025</p> <p>Ongoing and to review at 6 months from implementation.</p> <p>Monitoring and reviewing at end of QR 2 2024-2025.</p>	<p><i>Southwark's Exchequer and Housing Solutions services.</i></p> <p><i>Housing Solutions service.</i></p> <p><i>Southwark's Housing Solutions, Public Health Private Sector Housing Enforcement services and Strategic board</i></p> <p><i>Southwark's Housing Solutions and Public Health service.</i></p>
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		<p><i>to disclose information needs to be promoted through training and regularly raised in team meetings and in staff forums where appropriate to improve knowledge and confidence in this area.</i></p>		
5.		<p>Improving the timeliness of referrals and our response rate under the 'Duty to Refer' process with key partner agencies across housing, health, justice and welfare rights.</p> <ul style="list-style-type: none"> - <i>Continually monitoring the timeliness and quality of information provided in referrals made through this process and to ensure a caseload review is included as a standing agenda item in homelessness and prevention fora with partners.</i> - <i>To continually promote this process to our existing and new partner agencies</i> - <i>To develop best practice for this joint work and provide regular service standard updates in staff newsletters as well as ensuring partners contribute to service wide briefings.</i> 	<p>Monitoring and reviewing at end of QR 2 2024-2025.</p>	<p><i>Housing Solutions service and all existing Duty to Refer agencies and members of homeless and prevention fora.</i></p> <p><i>Housing Solutions service.</i></p> <p><i>Housing Solutions service.</i></p>

6.		<p>Using the Council's enforcement network of services involved in housing to promote homelessness prevention.</p> <ul style="list-style-type: none"> - <i>To conduct training and briefings for all enforcement teams on the objectives of the Homelessness Reduction Act to demonstrate the importance of homeless prevention and information sharing.</i> - <i>To make teams aware of the full support available directly by the Council and in the community.</i> - <i>To ensure homelessness prevention is a shared aim to protect residents.</i> 	By end of year 1 from implementation date.	<p><i>Southwark's Housing Solutions, Planning Enforcement, Trading Standards, Community Safety and Private Rented Sector Housing Enforcement services.</i></p>
7.	<p><i>Improved pathways for people leaving institutions and from our statutory and community sector partners.</i></p>	<p>Developing bi-monthly prevention forums with social housing providers and community partners to highlight issues, share information and develop best practice.</p> <ul style="list-style-type: none"> - <i>Establish a bi-monthly forum online.</i> - <i>To agree terms of reference and shared performance indicators to</i> 	By end of year 1 from implementation date.	<p><i>Southwark's Housing Solutions service.</i></p>

		<p><i>improve homeless prevention in the borough.</i></p> <ul style="list-style-type: none"> - <i>To raise awareness of issues creating housing insecurity and identifying solutions collectively.</i> - <i>To inform further and wider representations to London Councils, Centre for Homelessness Impact and DLUHC to lobby for evidence based change.</i> 		
8.		<p>Training offer for local partners, the Police and enforcement bodies around illegal eviction and harassment.</p> <ul style="list-style-type: none"> - <i>For Southwark's PRS Team to re-deliver its training session for Southwark's police force with our Special Investigations Team and provide an annual refresher for Officers.</i> - <i>For quarterly joint briefings with enforcement teams to be delivered to key partner advice agencies to help raise awareness with our residents.</i> 	By end of year 1 from implementation date.	<p><i>Housing solutions and Special Investigations Team</i></p> <p><i>Southwark's Housing Solutions, Planning Enforcement, Trading Standards, Community Safety and Private Rented Sector Housing Enforcement services.</i></p>
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		<p>Joint work with Court advocacy services and improve outcomes for those facing eviction proceedings.</p> <ul style="list-style-type: none"> - <i>Establish a joint working protocol with our Legal Aid Agency contractors (currently Duncan Lewis solicitors) for Southwark resident cases at County Courts.</i> - <i>Improving the contractor's provision of tailored advice and support available through Council and partner agencies.</i> - <i>Ensuring timely referrals to and from the duty scheme and early advice schemes are made.</i> 	<p>Ongoing – review at 6 months</p> <p>By end of Q2 2024-25</p> <p>To monitor and review by end of Q2 2024-25</p> <p>To monitor and review by end of Q2 2024-25</p>	<p><i>Southwark Housing Solutions service and Legal aid courts contractor.</i></p>
10.		<p>Work proactively with partners and provider around the streamlined asylum process to prevent homelessness, or provide a sustainable solution.</p> <ul style="list-style-type: none"> - <i>Establish a joint working protocol with our community partners in order to continue and develop key partnerships that provide outreach, accommodation and support to this group</i> 	<p>On-going – review at 6 months</p> <p>By end of Q2 2024-25</p> <p>Commenced and to be reviewed quarterly</p> <p>Ongoing and to review Quarterly</p>	<p><i>Southwark Housing Solutions service</i></p> <p><i>Housing Solutions, St Giles Trust, Beam Up Ltd, Kineara, Citizens Advice Southwark and Private Renters Support Organisation</i></p> <p><i>Housing Solutions, St Giles Trust, Citizens Advice Southwark</i></p>

		<ul style="list-style-type: none"> - <i>Continue co-location of weekly outreach surgeries at partner services</i> - <i>Establish rota of teams to attend surgeries including other services in the council</i> 		<i>Housing Solutions, NRPF, Pecan, Legal Aid contractor</i>
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Priority two: *Deliver High Quality Advice & Support*

11.	<i>Rapid, consistent and high-quality housing advice when it's needed with improvements to our advice provision.</i>	<p>Improving the delivery and quality of the Council's housing advice offer at the earliest stages of difficulty for our residents.</p> <ul style="list-style-type: none"> - <i>The development and implementation of an online advice platform 'Advice Aid' for residents and staff to use.</i> - <i>To provide consistent and high-quality advice through this platform that can be disseminated for residents and used in further casework.</i> - <i>To ensure staff receive regular training and development around effective casework and that referrals under s198 to other Authorities wherever relevant are made promptly and accurately.</i> 	<p>To be implemented by Q3 24-25.</p> <p>To monitor and review at end of Q4 24-25.</p> <p>Ongoing and reviewed Quarterly.</p>	<p><i>Advice aid and Southwark's housing solutions service.</i></p> <p><i>Southwark's housing solutions service.</i></p> <p><i>Southwark's housing solutions service.</i></p> <p><i>Southwark's housing solutions service.</i></p>
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		<ul style="list-style-type: none"> - <i>To continue to hold monthly Housing Law and effective case management sessions within the service to maintain high quality assessments and decision making.</i> 	Ongoing and reviewed Quarterly	
12.		<p>Refreshing the Council's webpages to ensure advice and information is more readily available and accessible to all communities and to provide a comprehensive list of wider agencies to help.</p> <ul style="list-style-type: none"> - <i>Complete a comprehensive review of the Southwark website.</i> - <i>To amend and update all content relating to our advisory services addressing housing insecurity.</i> - <i>To periodically review our site's efficiency and ease of access for the varied needs of our residents through feedback, google analytics and our technology team.</i> 	<p>Current and due to complete end fo Q4 23-24.</p> <p>Ongoing</p> <p>To monitor and review Quarterly.</p>	<i>Southwark's housing solutions service.</i>
13.		<p>Exploring the co-location and outreach for early advice in the community – e.g Social Prescriber sites, food banks, LGBTQ+ support and advocacy services and other community agencies.</p>	<p>Ongoing – review at 6 months</p> <p>Co-locating Feasibility assessments</p>	<i>Southwark Housing Solutions and Public</i>

		<ul style="list-style-type: none"> - <i>To seek advice surgeries and/or briefings with North and South Borough social prescriber sites.</i> - <i>To seek and evaluate advice surgeries and/or briefings with Pecan foodbank venues.</i> - <i>To seek and evaluate advice surgeries and/or briefings with identified hubs through Southwark's homelessness forum.</i> - <i>To coordinate within and outside the Council to help develop targeted and tailored support for our residents who identify as LGBTQ+ with referrals to Stonewall and Galop. Promote inclusive language and build relationships with specialist services. A focus on making links with specialist transgender advice and training services to ensure that they reflect current best practice in working with Trans service users.</i> 	<p>completed by end of Q4 24-25.</p> <p>Ongoing and to review Quarterly.</p> <p>To be conducted quarterly following commencement.</p> <p>Ongoing and to review Quarterly.</p>	<p><i>Health, Quay Health CIC, Improving Health Ltd,</i></p> <p><i>Housing Solutions, Pecan and Homelessness forum attendees.</i></p> <p><i>Housing Solutions, Public Health, Community Southwark, Stonewall and Galop</i></p>
14.	<i>To meet the diverse needs of the residents we serve to access suitable</i>	Expanding support to deliver advice in the community that helps resolve relationship breakdown.	Ongoing – review at 6 months.	<i>Southwark's Housing Solutions service.</i>

	<i>affordable settled accommodation.</i>	<ul style="list-style-type: none"> - <i>To increase the number of in-home assessments by our visiting officers.</i> - <i>To develop best practice and benchmark initiatives to sustain accommodation using the prevention forum locally and wider initiatives through intelligence networks such as the Centre for Homelessness Impact (CHI.)</i> 	<p>Ongoing and to review monthly.</p> <p>To complete development by end of Q3 24-25.</p>	<i>Housing Solutions, Centre for Homelessness Impact and homeless prevention forum attendees.</i>
15.		<p>Review access to Housing Solutions services post-covid and implement a new service delivery model.</p> <ul style="list-style-type: none"> - <i>Benchmarking with other Local Authorities to gain insight into effective hybrid models of service delivery.</i> - <i>Deliver streamlined processes of initial contact for emergency approaches and facilitating the offer for face to face appointments.</i> - <i>Increasing the availability of same day assessments.</i> - <i>Working with our referral partners and service users to continually develop our service access arrangements.</i> 	<p>Commenced and to be reviewed quarterly</p> <p>Completed, but to be reviewed periodically.</p> <p>Currently implementing and to review at end of Q4 23-24.</p>	<i>Southwark's Housing Solutions and facilities management services, Homelessness and Prevention fora partners.</i>

16.		<p>To improve the provision of same day assessments when required for those threatened with homelessness or have become homeless.</p> <ul style="list-style-type: none"> - <i>To embed and scale up Southwark's impact sprint achievements of 2023 to ensure same day assessments are available when required.</i> - <i>To ensure those requiring emergency accommodation at point of initial contact have been fully assessed to help them settle as soon as possible.</i> 	<p>Currently implementing and to review at end of Q4 23-24.</p>	<p><i>Southwark's Housing Solutions service.</i></p>
17.		<p>To continue to provide specialist support and rapid intervention to those at risk of, or victim of domestic abuse.</p> <ul style="list-style-type: none"> - <i>Residents at risk or victim of domestic abuse will continue to receive prompt, specialist and discrete advice and intervention to ensure their safety.</i> - <i>To continue the commissioning of specialist support in Domestic Abuse through IDVAs.</i> 	<p>Ongoing – review at 6 months</p> <p>In place and to be reviewed quarterly.</p>	<p><i>Southwark's Housing Solutions service and our commissioned partner.</i></p>

		<ul style="list-style-type: none"> - <i>Residents at risk will be central and involved in Southwark's plan to support through an open, coordinated and informed homelessness relief plan.</i> 		
18.		<p>To continue to deliver prompt and high-quality advice and support for our care leavers and young persons in meeting their ongoing housing needs.</p> <ul style="list-style-type: none"> - <i>Southwark will build on its position as a corporate parent and ensure provisions under s17 and s20 of the Children's Act are continually developed.</i> - <i>To develop a revised joint housing protocol which is to be continually reviewed.</i> - <i>Deliver a new protocol specifically related to care leavers</i> 	<p>Ongoing – review at 6 months</p> <p>To implement by Q3 24-25.</p>	<p><i>Southwark's Housing Solutions and Childrens' Services.</i></p>
19.	<p><i>Enhancing our intervention around unlawful landlord and agent activity in Southwark's</i></p>	<p>Improving the delivery of advice and support in the community through joint visits by enforcement teams.</p> <ul style="list-style-type: none"> - <i>From our rogue landlord taskforce, joint visits to properties in question will be identified. Utilising intelligence from the</i> 	<p>Implemented by Q2 24-25</p>	<p><i>Southwark's Housing Solutions, Planning Enforcement, Trading Standards, Community Safety and Private</i></p>

	<i>private rented sector.</i>	<p><i>taskforce or other confirmed data sources, (see action 4 and 19,) in scheduling visits.</i></p> <ul style="list-style-type: none"> - <i>Using improved and shared systems for residents to raise complaints.</i> 		<i>Rented Sector Housing Enforcement services.</i>
20.		<p>Ensuring a joined-up approach is maintained to tackle the subletting of accommodation in the borough.</p> <ul style="list-style-type: none"> - <i>To develop robust partnerships to improve detection of housing fraud in the Borough.</i> - <i>To share data through the rogue landlord taskforce and raise awareness with our partners so subletting of Assured and Secure tenancies are tackled collectively.</i> 	Ongoing – review at 6 months	<i>Southwark’s Housing Solutions, Special Investigations and Private Rented Sector Housing Enforcement services. Housing Association tenancy fraud teams.</i>
21.		<p>Delivering a robust response to criminal offences to protect residents in this sector through a rogue landlord taskforce and exploring further commissioning where required.</p> <ul style="list-style-type: none"> - <i>Through the taskforce, teams can identify offences across disciplines.</i> - <i>With improved data collection and analysis take collective action to tackle poor performance.</i> 	By end of year 2.	<i>Southwark’s Housing Solutions, Planning Enforcement, Trading Standards, Community Safety and Private Rented Sector Housing Enforcement services.</i>

		<ul style="list-style-type: none"> - <i>Develop partnerships with organisations that support enforcement work.</i> 		
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Priority three: Work to End Rough Sleeping

22.	<i>Tackling new flow to the street and partnering with Government to develop an improved prevention framework of activity.</i>	<p>Improving our collection of data to improve the prevention and intervention with rough sleepers.</p> <ul style="list-style-type: none"> - <i>Improving the reporting of rough sleeping through HCLIC with initial assessment and casework teams Through regular reporting and monitoring.</i> - <i>Improving the reporting through HCLIC of prevention and relief with rough sleeping cases.</i> 	<p>Current and to be reviewed quarterly</p> <p>To be completed by end of Q2 24-25 and reviewed quarterly.</p>	<p><i>Southwark's Housing Solutions service and DLUHC.</i></p>
23.		<p>Using new Government tools such as the rough sleeping prevention tool and strategic insights tool to identify those at risk or rough sleeping.</p> <ul style="list-style-type: none"> - <i>Utilising Government tools as they are trialled and support their development and implementation.</i> 	<p>Ongoing – review at 6 months.</p> <p>Current and to be reviewed quarterly</p>	<p><i>Southwark's Housing Solutions service and DLUHC.</i></p> <p><i>Homelessness forum partner organisations.</i></p>

		<ul style="list-style-type: none"> - <i>Ensuring partners are involved in the development and delivery of these tools.</i> 		
24.		<p>Working with the Home Office to fully integrate with DTR processes and ensure a joined-up approach is maintained.</p> <ul style="list-style-type: none"> - <i>Improving the information exchange with the Home Office and using shared systems such as Clearspring is fully utilised.</i> - <i>Working with Home Office accommodation providers to provide information and upstream prevention opportunities.</i> - <i>Working with community partners to support those leaving Home Office provision holistically.</i> 	<p>Ongoing – review at 6 months</p> <p>Current and to be reviewed quarterly</p>	<p><i>Southwark’s Housing Solutions service and the Home Office.</i></p> <p><i>Homelessness forum partner organisations.</i></p>
25.		<p>Ensuring local Home Office accommodation providers work with the Council to provide early notice of decisions that enable the Housing Service and Stronger Neighbourhoods teams to identify housing solutions and wider support.</p> <ul style="list-style-type: none"> - <i>Working with community partners, including legal aid providers to target work</i> 	<p>On-going – review at 6 months</p> <p>Current and under continual review.</p> <p>Current and under continual review.</p>	<p><i>Southwark Housing Solutions service and Stronger Neighbourhoods teams</i></p> <p><i>Southwark Housing Solutions service and Southwark Law Centre and Legal Aid Providers</i></p>

		<p><i>with this group and lobby the Home Office for better working practice</i></p> <ul style="list-style-type: none"> - <i>Explore opportunities to improve working relationships with accommodation providers to ensure early intervention is possible</i> - <i>Data led approach to monitoring Home Office decisions issued</i> 	Current and under continual review.	<p><i>Southwark Housing Solutions service, Southwark Law Centre, HO accommodation providers</i></p> <p><i>Southwark Housing Solutions</i></p>
26.		<p>Asking the Home Office to provide 56 days notice before a resident is asked to leave accommodation to enable the Council to work with them for a sufficient period to meet their housing needs.</p> <ul style="list-style-type: none"> - <i>Working with community partners, including legal aid providers to target work with this group and lobby the Home Office for better working practise</i> - <i>Explore opportunities to improve working relationships with the Home Office</i> - <i>Data led approach to monitoring Home Office decisions issued and use this to evidence case for change</i> 	On-going and to be reviewed quarterly	<p><i>Southwark Housing Solutions service, Southwark Law Centre, HO accommodation providers</i></p>

<p>27.</p>	<p><i>Expanding off the street provision and housing options and support for those with complex needs.</i></p>	<p>Continuing to secure Government grant through sole bids and those we can make jointly with our partner agencies and Authorities.</p> <ul style="list-style-type: none"> - <i>Continually reviewing our service delivery and making bids for Government grant under: Rough Sleeper Initiative (RSI) Rough Sleeper Accommodation Programme (RSAP) Supported Housing Accommodation Programme (SHAP) Accommodation for Ex-Offenders (AFE0)</i> - <i>To explore opportunities to procure or convert accommodation in expanding off the street provision.</i> 	<p>Current and under continual review.</p>	<p><i>Southwark's Housing Solutions, Stronger Neighbourhoods and Adult Social Care and commissioning and Environment and Leisure.</i></p>
<p>28.</p>		<p>To continue the use of multi-agency and disciplinary panels to deliver joined up and customer focussed outcomes.</p> <ul style="list-style-type: none"> - <i>To continue and develop multi-agency fora that helps improve joint work through: South-East London Rough Sleepers forum. Street Population Forum Homelessness Forum Cuckooing Forum</i> 	<p>Current and under continual review.</p>	<p><i>Southwark's Housing Solutions, Stronger Neighbourhoods and Adult Social Care and commissioning and Environment and Leisure, London Councils and DLUHC.</i></p>

		<p><i>Pan London Rough Sleepers Lead Forum Muti Agency Risk Assessment Conference (MARAC)</i></p> <ul style="list-style-type: none"> - <i>Continuing development of complex needs panels that help identify service barriers and improve ways of working to improve resident outcomes.</i> 		
29.		<p>To improve supported hostel access and move on for those with support needs.</p> <ul style="list-style-type: none"> - <i>Developing clear and efficient information channels between hostel providers and support services.</i> - <i>To ensure vacancy information, needs assessments and move on plans are easily accessible to inform effective ongoing support.</i> 	Ongoing – review at 6 months	<p><i>Southwark’s Housing Solutions, Accommodation and Support, St Mungos and Riverside Housing.</i></p>
30.		<p>To expand complex needs support initiatives such as Housing First.</p> <ul style="list-style-type: none"> - <i>To utilise grant funding to expand the Housing First Team.</i> - <i>To explore further provision of Council or Registered Provider accommodation.</i> 	Ongoing – review at 6 months	<p><i>Southwark’s Housing Solutions, Construction, Asset Management and ASC Commissioning.</i></p>

31.		<p>To continue and develop our partnerships with Beam, St Mungo's, South London and Maudsley, NHS, Change Grow Live (CGL) Robes and other agencies to provide a holistic package of support for service users to build and maintain independence.</p> <ul style="list-style-type: none"> - <i>To continue and develop key partnerships that provide outreach, accommodation and support.</i> - <i>To develop a wider offer of employment and skills to help residents build independence in their journey off the street.</i> 	Ongoing – review at 6 months	<i>Housing Solutions, Beam, Robes and St Giles Trust.</i>

Priority four: Quality Outcomes *Through Housing Placements*

32.	<i>Improved timelines of access to accommodation that meets the needs of residents.</i>	To improve housing mobility schemes within the Council to optimise the use and access to Southwark's stock including the development of Southwark's Smart Move offer.		
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		<ul style="list-style-type: none"> - <i>To continue to progress Southwark's Rightsizing action plan and engagement plan.</i> - <i>To increase the number of downsizing moves and mutual exchanges.</i> - <i>To improve engagement with residents and information exchange.</i> - <i>To improve the use of our data to help identify residents who could benefit from our Rightsizing suite of initiatives.</i> 	Current and under monthly review.	<i>Southwark's Housing Solutions and Accommodation and Support services. Housing Associations.</i>
33.		<p>To increase access to specialist accommodation types such as sheltered and extra care.</p> <ul style="list-style-type: none"> - <i>To ensure sheltered and extra care placements are fully utilised and voids are minimised.</i> - <i>To improve information sharing between services and partners to identify eligible residents for our schemes.</i> - <i>To improve the timeliness of assessments and relieve homelessness with this provision wherever possible.</i> - <i>To ensure our allocations policy supports this access.</i> 	Current and to be reviewed quarterly.	<i>Southwark's Housing Solutions and Accommodation and Support services.</i>

34.	<i>Improving access to and pathway through supported housing.</i>	<p>With better assessments of resident needs, we'll seek to improve the access to supported accommodation generally.</p> <ul style="list-style-type: none"> - <i>Increase the number of supported housing assessments made for residents.</i> - <i>Improving our referral process to access supported accommodation.</i> - <i>Developing improved information exchange with our accommodation providers for access and move on.</i> 	<p>Monthly caseload reviews from Q2 24-25.</p> <p>To complete by end of Q2 24-25.</p>	<i>Southwark's Housing Solutions, Accommodation and Support, St Mungos and Riverside Housing.</i>
35.	<i>Improving the standards of our support</i>	<p>Working across the Council to ensure our Good Homes Standard commitments are achieved.</p> <ul style="list-style-type: none"> - <i>Ensuring our residents are happy with standards of our temporary accommodation through feedback and service user focus groups.</i> - <i>Improving monitoring of standards through our procurement and placement policies.</i> - <i>Involvement in and compliance with Setting the Standard.</i> 	<p>To have in place by end of Q3 24-25.</p> <p>To have in place by end of Q2 24-25.</p> <p>Ongoing and to be reviewed quarterly.</p>	<i>Housing Solutions, Accommodation and Support, Asset Management and Setting the Standard.</i>
36.				

		<p>Proactive monitoring the standards of our emergency accommodation and ensuring clear information and support is provided to residents to tackle poor provision.</p> <ul style="list-style-type: none"> - <i>Checking standards and supporting resolution of issues and ensuring residents are engaged and supported to move to more settled accommodation.</i> - <i>Signposting to relevant services for wider advice if required.</i> - <i>Undertaking a training programme for staff through resident engagement and listening exercises to help improve our customer service and processes.</i> 	<p>In place and reviewed monthly.</p> <p>To be completed by end of Q1 24-25 and annually reviewed.</p>	<p><i>Housing Solutions, Accommodation and Support, Asset Management, Temporary Accommodation Income services.</i></p>
37.		<p>Establishing customer focus groups through our 'you said we did' feedback channel so that we can continually learn and improve our services.</p> <ul style="list-style-type: none"> - <i>Developing our online form with clear standards for customer service on our website.</i> - <i>Improving the channels for feedback directly and through our partners as identified in Homelessness and Prevention for a and strategic board.</i> 	<p>To be completed by end of Q1 24-25.</p> <p>Ongoing monitoring from Q2 24-25.</p>	<p><i>Housing Solutions, Accommodation and Support, Asset Management, Temporary Accommodation Income services.</i></p> <p><i>Housing Solutions service, service users and third sector</i></p>

		<ul style="list-style-type: none"> - <i>To conduct quarterly customer insight sessions in person and online, to learn of any barriers, service standard issues, good practice and ensuring our services are meeting needs of those with lived experience.</i> 	To commence from end of Q2 24-25.	<i>advocacy groups including Southwark Citizens.</i>
38.	<i>Minimising the use and duration of interim accommodation wherever possible.</i>	<p>To ensure sufficient allocations for homeless applicants are maintained.</p> <ul style="list-style-type: none"> - <i>To continually monitor our homelessness pressures and lettings.</i> - <i>To minimise overdue homeless decisions through improved monitoring and caseload reviews.</i> - <i>To ensure our allocations policy development is aligned to our aims of this strategy.</i> 	Current and to be reviewed monthly.	<i>Southwark's Housing Solutions and Accommodation and Support services. Housing Associations.</i>
39.		<p>To use an annual lettings plans to ensure fair access to permanent accommodation is maintained.</p> <ul style="list-style-type: none"> - <i>To ensure lettings targets are set through our plan to best meet the varying needs of our residents.</i> 	Implementing plan by end of Q3 24-25.	<i>Southwark's Housing Solutions and Accommodation and Support services. Housing Associations.</i>

40.		<p>To develop partnerships with housing supply providers so that quality, settled private rented accommodation is available.</p> <ul style="list-style-type: none"> - <i>To run landlord forums with our providers, landlords and agents to develop relationships and expand supply.</i> - <i>To learn from our stakeholders to improve our services.</i> - <i>To inform and review developments in policy and legislation that affect our stakeholders.</i> 	Current and to be reviewed quarterly.	<p><i>Southwark's Housing Solutions and Private Sector Housing Enforcement services, NRLA, DWP and landlord and agents known to Southwark.</i></p>
41.		<p>Developing improved support for those moving and settling to new homes in and beyond our borough across all types of housing.</p> <ul style="list-style-type: none"> - <i>Developing our assessments and packages of support to help residents in their move to settled accommodation.</i> - <i>To develop relationships with other agencies local to housing provision for wider advice and support where required.</i> 	<p>Ongoing – review at 6 months</p> <p>Current and to be reviewed quarterly.</p>	<p><i>Southwark's Housing Solutions service</i></p> <p><i>Homeless forum partner agencies, Community Southwark.</i></p>
42.				

		<p>To work with council colleagues to secure an increase in the delivery of genuinely affordable housing for Southwark residents, including new council homes and through innovative schemes such as that provided by Centrepoint in Peckham.</p> <ul style="list-style-type: none"> - <i>Working with our community partners to widen involvement with Council services and partner organisations.</i> - <i>Promoting forums with agencies and local partners to promote better joint working and raising the standards of accommodation</i> - <i>Ensure communication on the importance of this work is promoted through internal channels to ensure senior stakeholder buy-in</i> 	<p>Ongoing – review at 6 months</p> <p>Current and to be reviewed quarterly.</p> <p>Ongoing – to review at 6 months.</p> <p>Ongoing – to review at 6 months.</p>	<p><i>Southwark’s Housing Solutions service</i></p> <p><i>Homeless forum partner agencies, Community Southwark.</i></p> <p><i>Homeless forum partner agencies, Community Southwark, Southwark Private Rented Sector Advice and Supply Team, NLA</i></p> <p><i>Southwark Housing Directors and SLT</i></p>
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Priority five: Tackling Systemic Housing Insecurity

43.	<i>Protecting communities and challenging</i>	To ensure our homelessness forum is continued and widened to partners working in health and justice.	Current and to be reviewed quarterly.	
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	<i>inequality that results in housing insecurity. Working with internal and external partners to enhance this work.</i>	<ul style="list-style-type: none"> - <i>Working with our community partners to widen involvement with Council services and partner organisations.</i> - <i>To continue to benefit from the forums in identifying need, develop best practice and share information.</i> 		<i>Homeless forum partner agencies, Community Southwark.</i>
44.		<p>To work in partnership with Southwark's private renter's organisation in driving up standards in Southwark's private rented sector.</p> <ul style="list-style-type: none"> - <i>To support engagement exercises and surveys with our residents renting privately through this organisation.</i> - <i>To support facilitation of the Borough's 'know your rights' sessions.</i> - <i>Attending forums with residents and agencies to promote better joint working and raising the standards of advice provision in the Borough.</i> 	Commenced and reviewing quarterly.	<i>Southwark's Housing Solutions, Private Sector Housing Enforcement services and Citizens Advice Southwark</i>
45.		To reintroduce a twice yearly strategic roundtable, chaired by our Cabinet Member, to bring partners together to assess the progress of all stakeholders' work against the strategy and our action plan.	To complete and continue at 6 months from strategy implementation.	<i>Southwark and third sector partners and service user insight lead.</i>

		<ul style="list-style-type: none"> - <i>To scope for, and invite all relevant stakeholders to attend this important series of meetings.</i> - <i>To establish our first of our twice yearly series of roundtable meetings.</i> 	<p>To complete by Q2 of 24-25.</p> <p>To complete and continue at 6 months from strategy implementation.</p>	
46.		<p>To improve pathways and work with vulnerable communities such as those identifying as LGBTQ+</p> <ul style="list-style-type: none"> - <i>Undertake training for all staff on LGBTQ+ identities and homelessness awareness so that we can offer an inclusive service, with effective signposting and good practise including an awareness of the importance of specialist provision and services for this group.</i> 	<p>Ongoing – to review at 6 months.</p> <p>To have initial training delivered by end of Q2 24-25 and refresher courses annually.</p>	<p><i>Southwark’s Housing Solutions service, Stonewall, AKT and Galop organisations.</i></p>
47.	<p><i>Improving resident access to employment, skills and eligible support</i></p>	<p>Improving the delivery of our Southwark Works programme and supporting expansion with partner agencies.</p>	<p>Commenced and to review quarterly.</p>	<p><i>Southwark’s Housing solutions and</i></p>

	<i>to mitigate heightened financial pressures.</i>	<ul style="list-style-type: none"> - <i>To develop our programme and ensure our commissioned partner is connected to existing and new partnerships and fora in this area.</i> - <i>To monitor the outcomes of this programme and identify and overcome barriers for our shared service users.</i> 		<i>Stronger Neighbourhoods services and homelessness and prevention fora partners.</i>
48.		<p>Working with external providers in the community that deliver employment and skills support to those at risk of homelessness, homeless and rough sleeping.</p> <ul style="list-style-type: none"> - <i>To explore wider employment and skills support available that can be accessed by our residents.</i> - <i>To develop our partnership with the DWP to improve our advice offer to residents and referrals links.</i> 	Commenced and to review quarterly.	<i>Southwark's Housing solutions and Stronger Neighbourhoods services, Southwark Works Programme providers, homelessness and prevention fora partners including the DWP.</i>
49.	<i>Empowering residents with a realistic and comprehensive appraisal of how they can resolve</i>	<p>Development of our customer access processes for our digital and face to face services.</p> <ul style="list-style-type: none"> - <i>To continually monitor our access arrangements through service user and partner insight and data.</i> 	Commenced and to review quarterly.	<i>Southwark's Housing Solutions service, Homelessness and prevention fora</i>

	<i>their housing issues where possible and make informed choices.</i>	<ul style="list-style-type: none"> - <i>To ensure our hybrid model of service delivery best meets the needs of our residents and best use of our resources.</i> 		<i>partner agencies and service users.</i>
50.		<p>To ensure a realistic appraisal of support is given. That this is understood and communicated through all partner agencies and those working with our residents.</p> <ul style="list-style-type: none"> - <i>To provide clear and consistent advice across all channels of communication outlining service provision and standards and wider support available.</i> - <i>To ensure our advice is clear for our partners and consistent with our joint work.</i> 	Commenced and to review quarterly.	<i>Southwark's Housing Solutions service, Homelessness and prevention fora partner agencies and service users.</i>
51.		<p>That our support and advice is tailored to ensure residents can make informed choices that empower them to resolve their housing issues.</p> <ul style="list-style-type: none"> - <i>To ensure that Council provision of advice and support is provided promptly and to a high quality through feedback and service performance reporting.</i> - <i>To be clear on the scope and scale of the Council's direct support.</i> 	<i>Ongoing and to be reviewed quarterly.</i>	<i>Southwark's Housing Solutions service, Homelessness and prevention fora partner agencies and service users.</i>

		<ul style="list-style-type: none"> - <i>To help identify wider provision available for residents.</i> - <i>To empower our residents to make best use of the support available and choices to help them address their housing insecurity.</i> 		
52.	<i>Making the case for change to Government to communicate local and regional housing need and redress to wider impacts that lead to housing insecurity and inequality.</i>	<p>LHA rates change and lifting the benefit cap to improve the purchasing power of residents and Authorities to access accommodation.</p> <ul style="list-style-type: none"> - <i>Using our data across Housing and Exchequer services and insight from our LIFT dashboard to evidence acute insecurity resulting from Welfare Reform Measures.</i> - <i>Presenting our findings and rationale for change to partner Authorities, London Councils, Centre for Homelessness Impact and lobbying DWP and DLUHC.</i> 	<p>.To complete by end of Q3 24-25.</p> <p>Ongoing and to be reviewed quarterly</p>	<i>Southwark's Housing Solutions and exchequer services, Centre for Homelessness Impact and Homelessness and prevention fora partner agencies including the DWP.</i>
53.		Lobby Government to reform the temporary accommodation subsidy regime, currently linked to January 2011 LHA rates, to ensure that the costs of securing accommodation are more closely linked to the subsidy available to provide it.	To complete by end of Q3 24-25.	<i>Southwark's Housing Solutions and exchequer services,</i>

		<ul style="list-style-type: none"> - <i>Use a data led approach to monitor the on-going impact of the cost of living crisis, including the impact of the change to LHA rates in April 2024 to ensure we use this insight to evidence the case for change.</i> - <i>Monitor the impact of LHA rates on the uptake of private rented offers and incentive packages.</i> - <i>Provide bi-monthly data to London Council as part of monitoring and reporting on homelessness pressures</i> 		<p><i>Centre for Homelessness Impact and Homelessness and prevention for partner agencies including the DWP.</i></p>
54.		<p>Greater funding for NRPF rough sleepers as it is making Government Strategic aims in this area impossible to achieve.</p> <ul style="list-style-type: none"> - <i>Using our homelessness data and intelligence through rough sleeper partner agencies to evidence resource deficits and poor outcomes.</i> - <i>Presenting our findings and rationale for change to partner Authorities, London Councils, Centre for Homelessness Impact and lobbying DWP and DLUHC.</i> 	<p>To complete by end of Q3 24-25.</p> <p><i>Ongoing and to be reviewed quarterly.</i></p>	<p><i>Southwark's Housing Solutions service, St Mungos, Southwark Law Centre and London Councils.</i></p>
55.		<p>Develop incentives for landlords to participate in the lower end of the market.</p>	<p>To complete by end of Q3 24-25.</p>	<p><i>Southwark Council's Housing Solutions service, London</i></p>

		<ul style="list-style-type: none"> - <i>Using landlord, agent and landlord body insight from our landlord forums to identify feasible Authority offers.</i> - <i>Developing our temporary accommodation and private rented sector procurement options.</i> - <i>Working with the Centre for Homelessness Impact to identify wider financial measures to attract accommodation partners.</i> - <i>Lobbying DLUHC and the Treasury through London Councils and regional groups to affect change.</i> 	To be reviewed quarterly from Q4 24-25	<i>Councils, Centre for Homelessness Impact and Homelessness, landlord and prevention fora partners</i>
56.		<p>Lobby for an increase in the discretionary housing payments allocation annually to reflect the valuable prevention work that can be done and wider savings achieved with an appropriate level of grant.</p> <ul style="list-style-type: none"> - <i>Lobbying DLUHC and the Treasury through London Councils and regional groups to affect change.</i> - <i>Use Data to show impact of DHP allocations on homelessness prevention</i> 	Ongoing and to be reviewed quarterly.	<i>Southwark Council Housing Solutions and exchequer services, Centre for Homelessness Impact and Homelessness and prevention fora partner agencies including the DWP.</i>
57.				

		<p>Enable public acquisition of properties leaving the market for our procurement through grant programmes such as the Local Authority Housing Fund. Ensure these solutions with adequate levels of funding to make development and acquisition viable.</p> <ul style="list-style-type: none"> - <i>Using data of Southwark housing stock and seeking grant funding from DLUHC for wider acquisition.</i> 	Ongoing and to be reviewed quarterly.	<i>Southwark Council's Housing Solutions service, London Councils, Centre for Homelessness Impact and Homelessness, landlord and prevention fora partners</i>
58.		<p>Support new development of social homes through a grant programme that properly funds the cost of supply and supports the removal of wider barriers to building.</p> <ul style="list-style-type: none"> - <i>Develop evidence base to show the impact of barriers to development.</i> - <i>Work closely with the new homes team to support their work and understand the wider barriers to building new homes.</i> - <i>Explore opportunities to work with registered providers.</i> 	On-going – to be reviewed on introduction of LHA changes and any subsequent legislative and policy changes	<i>Southwark Construction, Southwark Council's Housing Solutions service, London Councils, Centre for Homelessness Impact and Homelessness, landlord and prevention fora partners</i>

59.		<p>Lobby for and implement the proposals to ban section 21 evictions and make the private sector a stable option to meet housing need.</p> <ul style="list-style-type: none"> - <i>On introduction of the new legislation, we will identify changes to our private rented sector advice offer.</i> - <i>Ensure full training to all Housing Solutions Staff on the new legislation.</i> - <i>Support our partners to implement best practice in this space by conducting regular landlord forums.</i> - <i>Promoting this work through regular team and service wide updates as well as Southwark wide promotion.</i> 	<p>On-going – to be reviewed on introduction of legislation</p>	<p><i>Southwark Council's Housing Solutions service, wider Southwark Housing teams, Kineara, Beam up, prevention partners</i></p>
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