

# Homelessness and Rough Sleeping Strategy 2019 – 2024

## Action Plan: Annual Review 2020

### Introduction

The Homelessness and Rough Sleeping Strategy 2019 – 2024 was approved by Full Council on 16 December 2019. Accompanying the strategy is an Action Plan outlining how the council intends to address the five priorities identified within the strategy. Progress against the Action Plan is monitored throughout the year and reviewed annually, with the outcome of that review being published and made accessible to the public. This first review of the Action Plan summarises what has been achieved in the year since the Strategy came into effect and considers how current events might shape the work of the service going forward.

### Review

This review provides a timely opportunity to reflect on the events of the past 12 months in order to help the service prepare for the coming 12 months. A summary of progress against numbered actions within the Action Plan (see Appendix One) is given below:

#### ***Priority One: Preventing and Relieving Homelessness***

- 1.1 As a result of the Covid-19 pandemic and the subsequent rising use and cost of nightly paid temporary accommodation, in May 2020 the Head of Strategic Housing and Portfolio Holder for Housing approved the enactment of a temporary quota within the Council's Housing Allocation Scheme to increase the allocation of housing to accepted homeless households in temporary accommodation. This assisted to mitigate against demand, but further lockdowns and the ongoing nature of the pandemic meant that the number of households in nightly paid temporary accommodation continued to rise and at the end of December 2020 was over 80.
- 1.2 Opportunities for partnership working have been maximised through the Rough Sleeper Initiative (RSI) alongside partners Crawley Open House and Change Grow Live, and through the Next Steps Accommodation Pathway (NSAP). Through the work of a supported lettings worker, specialist Housing Options Officer within the Strategic Housing service, and two drug and alcohol outreach workers, in 2020 since the pandemic began, 34 rough sleepers were assisted into settled accommodation and a further 24 into supported housing. Giving Back Crawley also provided a valuable service by delivering food to homeless households across the Borough throughout the pandemic.  
The West Sussex Covid-19 Response Group created opportunities for better communication and joint working with the NHS, homeless accommodation providers, West Sussex County Council (including Social Services), National Probation Service, and the Ministry of Housing, Communities and Local Government (MHCLG). The multi-agency response enabled partners to develop a cohesive response to the challenges of accommodating and assisting rough sleepers throughout the pandemic.
- 1.3 The review of the Crawley Deposit Service was launched in July 2020 and is due to conclude in June 2021. Whilst the service has been impacted by Covid-19, some immediate changes have already been made, with medium and long term changes planned for the future.
- 1.4 The evaluation of services funded to provide support to households residing in temporary accommodation or Crawley Deposit Service facilitated tenancies is linked to the review of the Crawley Deposit Service that is currently underway, so will commence from July 2021 onwards. This is to ensure that going forward, support is targeted how, where and when it is most needed. This will also be informed by the joint commissioning of the previous countywide support services

currently being undertaken by West Sussex County Council and West Sussex District and Borough Councils

- 1.5 A number of measures are in place to monitor demand, performance and outcomes across the service. These are recorded daily/weekly/monthly as appropriate. This data feeds into a wider review to ensure that the service is structured to meet demand. Whilst there were some minor changes to the service in 2020, predominantly the focus has been responding to the immediate and ongoing impact of the pandemic and preparing for upcoming demand as the ban on evictions is lifted and the economic impact for households in Crawley who have lost employment or seen a reduction in their income.
- 1.6 The procurement of a new IT system is underway and the system selected is scheduled to be installed and operational early autumn 2021. The system will better meet the needs of the service and improve the user experience for staff and customers alike.
- 1.7 The new IT system will improve digital access to the service and enable staff to communicate more effectively and efficiently with customers. Through the online portal customers will be able to make an application, change their contact details, upload documents to active applications, manage their personal housing plan and message their case officer, without having to phone or email. Prior to the Covid-19 pandemic the service had moved the application form online, but the pandemic and subsequent closure of the Town Hall to the public during lockdown further highlighted the need to have the digital infrastructure in place to operate the service online. Further to the above, the project described in 5.3 will explore digital options currently under development to offer early engagement and intervention solutions to tenants via lettings agents, Council Tax and Benefit teams.
- 1.8 Referrals from organisations with a 'duty to refer' [under the Homelessness Reduction Act 2017] can be made via an online form and are monitored on a monthly basis. Prior to Covid-19 the service had been liaising with organisations with a duty to refer to educate frontline staff on homelessness legislation and their duties under the Act. This will resume after the pandemic subsides. Throughout the pandemic there has been a decrease in referrals from some organisations and an increase from others, depending on their role and the impact of Covid-19 on their work. Internal training is scheduled for early 2021 to ensure frontline staff within the service recognise all forms of referral from those organisations.
- 1.9 Evaluation of the outcomes achieved by the Homeless Prevention Money Advise Advisor is complete and recommendations are being considered for when the current project ends on the 31<sup>st</sup> March 2021.
- 1.10 Affordability issues caused by the difference between Local Housing Allowance (LHA) rates and local private rent levels have been raised with the MHCLG at every opportunity by the Council, both in response to consultations as and when released by central Government, and in relation to the impact of the Covid-19 pandemic.

### ***Priority Two: Tackling Rough Sleeping***

- 2.1 The terms of reference for the monthly multi-agency rough sleeping and street community meetings were reviewed and agreed in May 2020. The meetings continue to provide an important point of liaison between services that work with and assist rough sleepers in Crawley. We have achieved a substantial reduction in the numbers of rough sleepers following the 'Everyone In' initiative, and continue using a multi-agency approach to address the support needs and vulnerabilities of our rough sleepers to keep them off the streets.
- 2.2 In response to the Covid-19 pandemic, the Council successfully applied for central Government funding to bolster its severe weather emergency protocol (SWEP) provisions to increase access to accommodation for rough sleepers between December 2020 and March 2021. Due to the pandemic the provision of SWEP accommodation could not be through traditional shared sleeping sites, but is being delivered through individual hotel accommodation.
- 2.3 The intention during 2020 had been to involve 'Greater Change' in diverted giving campaigns at a diverse range of community events throughout the year. However due to Covid-19 most

community events were either cancelled or postponed. Going forward the Council still intends to adopt this approach to raise awareness of Greater Change, support diverted giving, and enable more individuals to be assisted through this route.

- 2.4 The Council continues to be represented at multi-agency Anti-Social Behaviour Risk Assessment Conference (ASBRAC) meetings. Community behaviour warnings, notices and orders have been progressed through this forum to drive positive engagement with rough sleepers and minimise anti-social behaviour.
- 2.5 The Rapid Rehousing Pathway ended at the end of March 2020. Crawley Borough Council were successful in a bid for the Rough Sleeping Initiative (RSI) which superseded the countywide Rapid Rehousing Pathway.
- 2.6 The move-on funding bid to central Government by Crawley Open House supported by Crawley Borough Council was successful and the additional move-on accommodation has since been built (at Crawley Open House's premises) and has been occupied since late September 2020.
- 2.7 Greater Change provide a platform for the public to donate via contactless terminals located in premises within the town centre and online. The current Covid-19 situation continues to impact fund raising, but approx. £25K had been raised [by the end of 2020] and over £18K spent on supporting individuals out of homelessness.
- 2.8 A more flexible approach to tackling anti-social behaviour in the town centre was adopted, leading to a service that is both needs driven and responsive. The Community Warden team continue to provide a concentrated high visibility presence in the town centre, tackling and reducing antisocial behaviour on the streets.
- 2.9 Outreach Services continue to be provided by Crawley Open House in partnership with the Council, bolstered by the Rough Sleeper Initiative that currently funds an outreach worker post and two drug and alcohol workers via Change Grow Live.
- 2.10 A Joint Action Group (JAG) has been established with key partners across the Police, housing, anti-social behaviour, criminal justice service and voluntary sectors. This group lead on intelligence and evidenced based concerns around crime, nuisance and anti-social behaviour being experienced across the borough, with the goal of reducing any such behaviour through diversionary tactics or enforcement action. This group will help inform broader strategies and boards, such as our Safer Crawley Partnership, in a bid to keep Crawley safe.

### ***Priority Three: Meeting the Needs of Vulnerable People***

- 3.1 A joint working protocol with a local mental health hospital was agreed and implemented prior to the first lockdown in 2020. Its purpose being to enable managed moves into accommodation and prevent emergency discharges and approaches to the Council.
- 3.2 The Housing and Homelessness Forum (organised by Crawley Community Action) was temporarily put on hold at the beginning of 2020 and has not yet reconvened since the emergence of the Covid-19 pandemic.
- 3.3 As 3.2 as both relate to outcomes of the forum that is temporarily on hold.
- 3.4 The Council continue to explore all financial and partnership options for expansion of the Council's temporary accommodation portfolio.
- 3.5 The countywide approach to delivering disabled facilities grants (DFGs) was adopted in autumn 2019 and Crawley Borough council continue to be an active member of the group to improve delivery of the service.

### ***Priority Four: Delivering and Accessing Suitable and Affordable Accommodation***

- 4.1 The Council notified the MHCLG of a fourth Article 4 Direction in February 2020 that would come into effect in February 2021. The Direction applies to four neighbourhoods in the Borough and prohibits the change of use of buildings from certain use types (including office) to residential without the need for planning permission. In September 2020 class use orders were amended and central Government went on to publish a consultation regarding further amendments to the

General Permitted Development Order 2015 (GDPO) that would bring the GPDO up-to-date with the new classes. One significant change that was brought in is that all new development under permitted development rights will have to meet national space standards.

- 4.2 The use (and therefore cost) of nightly paid temporary accommodation was unavoidably impacted by the 'Everyone In' initiative introduced in response to the first lockdown. Whilst action was taken to reduce the number of households in nightly paid temporary accommodation (see response to priority 1.1), numbers remain elevated. The Council continue to explore all financial and partnership opportunities to extend its portfolio of temporary accommodation.
- 4.3 The review of the Crawley Deposit Service (CDS) is underway and is due to conclude in June 2021. In advance of the ban on evictions coming to an end, the Council will be proactive in working with CDS landlords to identify and support tenants that may be at risk of homelessness and ensure that tenants are aware of current eviction procedures.
- 4.4 Despite a global pandemic, the delivery of new build affordable homes in Crawley (by the Council and registered providers of social housing) in 2020/2021 is estimated to be higher than in the previous year, with approx. 240 completions forecasted.
- 4.5 The Council participated in a study with the MHCLG and University College London regarding the quality of homes delivered through permitted development. The findings did not view permitted development rights favourably in the context of delivering quality homes. The report has since been published.

#### ***Priority Five: Preventing Repeat Homelessness***

- 5.1 The evaluation of services funded to provide support to households residing in temporary accommodation or Crawley Deposit Service facilitated tenancies is linked to the review of the Crawley Deposit Service that is currently underway and set to conclude in June 2021. This is in order to ensure that going forward, support is targeted how, where and when it is most needed.
- 5.2 Employ Crawley successfully bid for funding from the Department of Work and Pensions (DWP) to create an employment hub for 19 to 25 year olds and the BAME (black and minority ethnic) community to break down barriers and assist them into work. The hub is based in the Town Hall, however services will continue to be offered online whilst Covid-19 restrictions are in place.
- 5.3 The Council have been working with partners to explore early prevention opportunities and are currently looking to proactively identify residents across all accommodation tenures who are becoming at risk of eviction through rent/Council Tax/water rate arrears or anti-social behaviour. The aim is to develop and deliver a series of targeted and localised campaigns to 'draw out' those households and link them into support services for early intervention work. This can reduce the need for specialist and more costly intervention at a later date.

#### **Conclusion**

2020 was a demanding year for the Strategic Housing service. The emergence of a global pandemic swiftly brought about many challenges, but in doing so presented a number of opportunities, such as being able to work with and accommodate a greater number of rough sleepers under the Everyone-In initiative. The challenge going forward is to maintain engagement in order to access longer term stable accommodation for those individuals, with the right support in place to prevent the cycle of repeat homelessness. As a service we will also continue to proactively work with our partner organisations and agencies across the Borough and County to prevent the creation of new homeless households in Crawley.

## Appendix One - ACTION PLAN 2019 – 2024

Whilst the work has been split into priorities, many actions overlap multiple priorities but have not been repeated in each section, therefore the action plan should be considered in its entirety.

Priority one: preventing and relieving homelessness							
	Action	Desired outcomes	Lead	Partners	Resources	Target, timescale and milestones	Monitoring and evaluation
1.1	Keep allocations scheme under review.	<i>Ensure the allocation scheme continues to make best use of available social housing stock and minimise the use of temporary accommodation.</i>	<i>Housing Needs Manager (CBC)</i>	<i>Head of Strategic Housing (CBC), Housing Options Manager (CBC)</i>	<i>No financial resources identified</i>	<i>Review in response to relevant legislative changes or when temporary accommodation quotas are triggered</i>	<i>Annual outcomes monitored</i>
1.2	Create and facilitate opportunities to work in partnership to prevent and relieve homelessness in both Crawley and across West Sussex.	<i>Maximise outcomes across authorities by sharing best practice and pooling resources.</i>	<i>Housing Options Manager (CBC)</i>	<i>All willing partner agencies</i>	<i>Dependent on proposal or opportunity</i>	<i>Review annually in Jan/Feb of each year and in response to relevant changes</i>	<i>Annual update with outcomes achieved</i>
1.3	Review the Crawley Deposit Service to ensure that the allocation of properties is aligned to meet the requirements of the Homelessness Reduction Act.	<i>Properties are allocated in the most cost effective way to the Council to maximise opportunities to prevent and relieve homelessness.</i>	<i>Private Sector Housing Manager (CBC)</i>	<i>Housing Options Team Leader (CBC), Performance Policy and Project Officer (CBC)</i>	<i>No additional financial resources identified</i>	<i>To agree and propose changes by end March 2020</i>	<i>Progress monitored via Strategic Housing Management Team meeting, feeding into annual review</i>

1.4	Evaluate the outcomes of the support service funded to prevent homelessness from temporary accommodation and Crawley deposit facilitated tenancies.	<i>Ensure the service continues to meet its objectives and provide value for money.</i>	<i>Housing Options Manager (CBC)</i>	<i>Private Sector Housing Manager (CBC), Performance, Policy and Project Officer (CBC), Transform Housing</i>	<i>Dependant on evaluation and service provider</i>	<i>Review annually</i>	<i>Annual updates with outcomes achieved</i>
1.5	Measure demands coming into the Housing Options Service.	<i>Structure the service to ensure that it continues to meet demand.</i>	<i>Housing Options Manager (CBC)</i>	<i>Housing Options Team Leader (CBC), Performance Policy and Project Officer (CBC)</i>	<i>Dependent on measures outcome</i>	<i>Review annually</i>	<i>Measures monitored via Strategic Housing Management Team Meeting</i>
1.6	Explore and evaluate alternative IT systems.	<i>Ensure system provides effective and reliable functionality to deliver our Homelessness Reduction Act duties and deliver value for money.</i>	<i>Housing Needs Manager (CBC)</i>	<i>Housing Options Manager (CBC), Housing Options Team Leader (CBC), Performance, Policy and Project Officer (CBC), ICT Team (CBC)</i>	<i>Dependent on IT solution</i>	<i>Scope project Nov – Dec 2019 Start project Jan 2020</i>	<i>Project board would be established to monitor progress. To be picked up in year two review of this strategy (January 2021)</i>
1.7	Develop digital solutions for customers and staff.	<i>Enable staff to communicate effectively and efficiently with customers.</i>	<i>Performance, Policy and Project Officer (CBC)</i>	<i>Strategic Housing Management Team (CBC), ICT Team (CBC)</i>	<i>To be identified</i>	<i>Review annually and in response to relevant changes</i>	<i>Annual update with outcomes achieved</i>

1.8	Review the referrals received through the duty to refer to establish where further work needs to be completed in terms of links and training	<i>Increase the quality of referrals and ensure agencies are aware of their statutory responsibilities and provide training/information where required.</i>	<i>Performance, Policy and Project Officer (CBC)</i>	<i>Housing Options Manager (CBC), West Sussex district and borough Councils, all agencies with a duty to refer</i>	<i>Staff resources (time)</i>	<i>Start project January 2020</i>	<i>To be picked up in year two review of this strategy (January 2021)</i>
1.9	Evaluate the outcomes achieved by the Homeless Prevention Money Advice Advisor against the cost of funding the service on an annual basis.	<i>Ensure the service continues to meet its objectives and provide value for money.</i>	<i>Housing Options Manager (CBC)</i>	<i>Housing Options Team Leader (CBC), Performance, Policy and Project Officer (CBC), Citizens Advice</i>	<i>Dependent on evaluation and service provider</i>	<i>Review annually</i>	<i>Annual updates with outcomes achieved</i>
1.10	Highlight the issues of affordability caused by the difference between the Local Housing Allowance (LHA) rates and actual rental charges in Crawley with central government at every opportunity.	<i>Feed into central Government LHA review in 2020 when current freeze is lifted. Change to central Government policy to bring LHA rates and private sector rents closer and more affordable.</i>	<i>All relevant CBC staff</i>	<i>All agencies in Crawley</i>	<i>Staff resources (time)</i>	<i>In response to relevant Government consultations</i>	<i>Changes to central Government policy</i>

**Priority two: tackling rough sleeping**

	<b>Action</b>	<b>Desired outcomes</b>	<b>Lead</b>	<b>Partners</b>	<b>Resources</b>	<b>Target, timescale and milestones</b>	<b>Monitoring and evaluation</b>
2.1	Review the purpose and terms of reference of the monthly multi-agency rough sleeping and street community meetings. Assess support needs and vulnerabilities against risk, evidenced by rationale and information, with agreed actions according to risk/vulnerability level.	<i>Engage with and assist rough sleepers off the street and into accommodation and/or treatment pathways. Halve the number of rough sleepers in Crawley from 40 in March 2019 to 20 or less in March 2022 in accordance with our corporate priorities and the Government's rough sleeper strategy.</i>	<i>Housing Options Manager (CBC), ASB and Hate Crime Co-Ordinator (Sussex Police)</i>	<i>All attendees of the rough sleeping and street community meetings, all relevant agencies in Crawley, all relevant CBC staff</i>	<i>Current financial resources available to be used. Further funding to be identified as required.</i>	<i>Halve the number of rough sleepers in Crawley from 40 in March 2019 to fewer than 20 in March 2022</i>	<i>Progress to be monitored at the monthly multi-agency rough sleeping and street community meetings</i>
2.2	Evaluate the extended cold weather provision piloted from 3 January to 31 March 2019. Work with partners on future provision, initially winter 2019/20.	<i>Identify winter Severe Weather Emergency Protocol (SWEPE) provision for winter 2019/2020</i>	<i>Housing Options Manager (CBC)</i>	<i>Director at Crawley Open House plus any additional relevant potential partners</i>	<i>Financial resources to be identified as part of evaluation</i>	<i>Provision agreed ready for winter 2019/2020</i>	<i>Reviewed and evaluated annually</i>

2.3	Actively promote and participate in multi-agency diverted giving events, aimed at educating and encouraging support for local organisations that provide services to the street homeless community rather than giving directly to those who are rough sleeping and/or begging.	<i>Inform the public. Financial resources are directed at charities that are able to achieve wider reaching outcomes with the funds.</i>	<i>Communications (CBC), Chair &amp; Co-Chair of the multi-agency rough sleeping and street community meetings</i>	<i>All attendees of the multi-agency rough sleeping and street community meetings</i>	<i>Marketing, materials</i>	<i>Ongoing project</i>	<i>Annual monitoring of outcomes achieved</i>
2.4	Participate in an Anti-social Behaviour Risk Assessment Conference (ASBRAC) with multi-agency attendance.	<i>Appropriate enforcement action in relation to rough sleepers who have been assessed as posing a risk to themselves and/or others, with positive engagement requirements to engage with services and tackle the underlying causes and reduce rough sleeping and begging in Crawley.</i>	<i>ASB and Hate Crime co-Ordinator at Sussex Police</i>	<i>All Multi-Agency Partners and relevant representatives</i>	<i>Staff time. Other resources to be identified as required</i>	<i>To reduce reported incidents of anti-social behaviour in relation to rough sleepers and the street community</i>	<i>Progress reviewed at monthly ASBRAC meetings</i>

2.5	Through the 12 month countywide Rapid Rehousing Pathway bid provide additional support to vulnerable households with a history of rough sleeping to access the most appropriate form of accommodation.	<i>Reduce the number of rough sleepers and those at risk of sleeping rough across the county by assessing needs quickly and be offered appropriate support to settle into a home with continuing support alongside. Working with a cohort of 160-180 rough sleepers through a resettlement pathway and into accommodation with support.</i>	<i>Crawley Open House, Stonepillow and Turning Tides delivering the bid by employing five supported lettings officers and four Navigators</i>	<i>West Sussex district and borough councils, WSCC and service provider representatives from Crawley Open House, Stonepillow and Turning Tides.</i>	<i>Financial RRP bid award of £336,000</i>	<i>Steering group made up of West Sussex district and borough councils, WSCC, service provider representatives (Crawley Open House, Stonepillow and Turning Tides)</i>	<i>MHCLG Bid Returns for 12 month pilot.</i>
2.6	Submit move-on fund bid to Homes England	<i>Generate stage one move-on provision in the wider move-on pathway to assist more households to independent living</i>	<i>Director, Crawley Open House</i>	<i>Crawley Borough Council</i>	<i>£215,767 applied for</i>	<i>End of September 2019 – decision Beginning January 2020 - build starts End of March 2020 - completion</i>	<i>Quarterly</i>
2.7	Two year project to introduce the structure and systems that support responsible giving to street homeless individuals engaged with local organisations.	<i>Capture modern methods of giving and the use of technology to ensure that funds are personalised to those in need.</i>	<i>Community Services Manager (CBC)</i>	<i>Safer Crawley Partnership</i>	<i>£35,000 Safer Crawley Partnership funding</i>	<i>Project ends 2021</i>	<i>Quarterly Safer Crawley Partnership meetings</i>

2.8	Expansion of the Community Warden Team to support a co-ordinated action plan in the town centre and Memorial Gardens	<i>Tackle and reduce aggressive begging and anti-social behaviour in the town centre associated with rough sleepers on the streets</i>	<i>Community Warden Manager (CBC)</i>	<i>Community Wardens (CBC), Sussex Police, Safer Crawley Partnership, All relevant CBC Staff</i>	<i>Temporary funding of 2 additional part-time wardens for six months at a cost £34,000 funded through the Safer Crawley Partnership</i>	<i>Posts filled from Summer 2019 for six months</i>	<i>Evaluation at end of six month period and next steps agreed</i>
2.9	Work in partnership to maintain the provision of effective outreach services in Crawley.	<i>Actively engage with those who are rough sleeping in Crawley to access accommodation and reduce rough sleeping.</i>	<i>Director, Crawley Open House</i>	<i>Funding and Commissioning Officer (CBC), Safer Crawley Partnership, Housing Options Manager, Multi-Agency Rough Sleeper Group</i>	<i>£28,000 from CBC £28,000 from Safer Crawley Partnership,</i>	<i>Identify further funding opportunities as current safer Crawley Partnership funding expires in December 2019. CBC grant is awarded on an annual basis</i>	<i>Quarterly returns, Annual Review and annual applications</i>
2.10	To work as part of a task force to improve the town centre and create a sense of safety, neighbourhood and community.	<i>Ensure the town is clean, safe and well maintained by working in partnership to ensure the safety of people living and working in Crawley</i>	<i>Leader (CBC)</i>	<i>Members of the Task Force</i>	<i>To be identified</i>	<i>To meet as agreed</i>	<i>Annual review</i>

Priority three: meeting the needs of vulnerable people							
	Action	Desired outcomes	Lead	Partners	Resources	Target, timescale and milestones	Monitoring and evaluation
3.1	Continue to engage with mental health hospital discharge teams to ensure an effective working protocol is in place.	<i>Enable managed moves from mental health hospitals and prevent emergency discharge presentations.</i>	<i>Housing Co-Ordinator - Mental Health (WSCC), Housing Options Team Leader (CBC)</i>	<i>Hospital Discharge Worker (Langley Green Hospital)</i>	<i>WSCC currently fund Hospital Discharge Worker at Langley Green Hospital</i>	<i>Meeting September 2019, draft protocol ready by end December 2020, agreed protocol in place end of March 2020</i>	<i>Leads to evaluate effectiveness of new protocol quarterly</i>
3.2	Through the forum, seize opportunities for reciprocal training for Housing Options staff with local groups and organisations that work with vulnerable people (such as those affected by poor mental health, substance misuse, sexual exploitation or domestic abuse).	<i>Mutually beneficial training to help staff across the statutory and voluntary sectors gain a wider understanding of the issues service users may be facing and the support services available to them locally.</i>	<i>Housing and Homelessness Forum</i>	<i>Partners that attend the Housing and Homelessness Forum</i>	<i>Staff time</i>	<i>To start April 2020</i>	<i>Progress to be monitored via Crawley's Housing and Homelessness Forum</i>
3.3	Create and share a directory of statutory, non-statutory, voluntary and charitable services that assist people affected by homelessness in Crawley.	<i>Address issue of charitable and voluntary organisations knowing what services are available locally.</i>	<i>Housing and Homelessness Forum</i>	<i>Partners that attend the Housing and Homelessness Forum</i>	<i>Staff time</i>	<i>The group meet quarterly so the project can start in December 2019</i>	<i>Attendees of the Forum will be responsible for contributing to and updating the directory on an ongoing basis</i>

3.4	Expand and develop our portfolio of temporary accommodation to include disabled adapted temporary accommodation in borough.	<i>Self-contained disabled adapted temporary accommodation provision within the Borough.</i>	<i>Housing Options Manager (CBC)</i>	<i>Current and potential temporary accommodation providers</i>	<i>Financial resources to be identified</i>	<i>Project starts January 2020</i>	<i>Annual update</i>
3.5	Continue to be actively involved in the countywide Disabled Facilities Grant project.	<i>Help households live in their own home easily and with dignity with the right adaptation when needed</i>	<i>West Sussex County Adaptations Manager (Chichester District Council), Head of Strategic Housing (CBC)</i>	<i>Private Sector Housing Manager (CBC), Project Working group, Steering Group, All West Sussex district and borough Councils, WSCC, Public Health and NHS</i>	<i>Annual Disabled Facilities Grant for CBC £927,566 in 2019/20</i>	<i>Approval for the revised countywide common policy anticipated autumn 2019. Implementation from January 2020. Review of policy impact and assessment of potential for single pooled budget August/September 2020</i>	<i>Working group meets bi-monthly, Steering group meets quarterly. Project overseen by the countywide Chief Executives Board</i>

**Priority four: delivering and accessing suitable and affordable accommodation**

	<b>Action</b>	<b>Desired outcomes</b>	<b>Lead</b>	<b>Partners</b>	<b>Resources</b>	<b>Target, timescale and milestones</b>	<b>Monitoring and evaluation</b>
4.1	Highlight the issues with accommodation created through use of permitted development rights with central government at every opportunity. Consider the use of Article 4 directives to limit permitted development in Crawley where necessary criteria is met.	<i>Change to central Government policy so that good quality and healthy accommodation is provided and limiting permitted development use in inappropriate areas in Crawley.</i>	<i>Head of Economy and Planning (CBC)</i>	<i>All relevant CBC staff and other agencies (including but not limited to Sussex Police, CCG, Health and Wellbeing Board, and third sector agencies)</i>	<i>Time and opportunity</i>	<i>Ongoing</i>	<i>Evaluate additional units of permitted development annually in Crawley and progress on Article 4 directives</i>
4.2	Keep the temporary accommodation portfolio under review to ensure it meets the council's statutory duties.	<i>Use and cost of nightly paid temporary accommodation is minimised.</i>	<i>Housing Options Manager (CBC), Performance Policy and Project Officer (CBC)</i>	<i>Housing Needs Manager (CBC), Homeless Accommodation Officers (CBC), Housing Development and Enabling Manager (CBC), Head of Crawley Homes and key staff, registered provider partners</i>	<i>Staff resources (time), financial resources to be identified as required</i>	<i>Ongoing annual monitoring</i>	<i>Annual review Quarterly liaison meetings with registered provider partners</i>

4.3	As part of the review of the Crawley Deposit Service, investigate opportunities to work with landlords in Crawley to maximise access to the private rented sector.	<i>Maximise access to the private rented sector for the purpose of discharging duties under homelessness legislation.</i>	<i>Private Sector Housing Manager (CBC)</i>	<i>Housing Options Team Leader (CBC), Performance Policy and Project Officer (CBC), landlords</i>	<i>To be identified</i>	<i>To agree and propose changes by end March 2020</i>	<i>Progress monitored via Strategic Housing Management Team Meeting, feeding into annual review</i>
4.4	Work with partners and registered providers to enable and deliver new suitable and affordable homes across all tenures.	<i>Homes built that go towards meeting Crawley's objectively assessed housing needs.</i>	<i>Housing Development &amp; Enabling Manager (CBC)</i>	<i>Developers, registered providers</i>	<i>Dependent on project</i>	<i>Project deadlines are site specific. Overall delivery in line with local plan and relevant documents</i>	<i>Progress monitored via Strategic Housing Management Team meeting, feeding into annual review</i>
4.5	Participate in study with MHCLG and University College London regarding the quality of homes delivered through permitted development rights.	<i>To convince Government to revoke residential permitted development rights or at least make them subject to nationally described space standards</i>	<i>Head of Economy and Planning (CBC)</i>	<i>MHCLG, UCL</i>	<i>Staffing resources</i>	<i>UCL work complete end Oct 2019 Review complete end Dec 2019</i>	<i>Conclusions of study /impact on Government policy</i>

**Priority five: preventing repeat homelessness**

	<b>Action</b>	<b>Desired outcomes</b>	<b>Lead</b>	<b>Partners</b>	<b>Resources</b>	<b>Target timescale and milestones</b>	<b>Monitoring and evaluation</b>
5.1	Review the support services provided to intervene early to prevent homelessness.	<i>Provision of tailored support (such as tenancy sustainment and debt advice).</i>	<i>Housing Options Manager (CBC), Housing Options Team Leader (CBC), Performance Policy and Project Officer (CBC)</i>	<i>External providers of support</i>	<i>Financial resources to be identified</i>	<i>Review prior to current contract expiry on 31<sup>st</sup> March 2020</i>	<i>Annual and in accordance with procurement requirements</i>
5.2	Where possible and appropriate, explore options to signpost service users to organisations that can help them back into employment, education or training.	<i>Through the provision of tailored support, service users will be assisted to make positive life choices.</i>	<i>Employ Crawley Partnership, Operations Co-Ordinator (CBC)</i>	<i>External support provider, including multi-agency forums</i>	<i>Time, financial resources to be identified</i>	<i>Ongoing</i>	<i>Annual review</i>
5.3	Recognising that homelessness often goes hand in hand with other issues outside of our statutory remit, continue to work with partners and the voluntary and charitable sectors to assist service users to access relevant services.	<i>Through the provision of tailored support, service users will be assisted to access services that can provide them with support outside of our statutory remit.</i>	<i>All relevant CBC staff</i>	<i>All agencies in Crawley</i>	<i>Staff time</i>	<i>Continual and ongoing</i>	<i>Annual review as part of wider review of available services in Crawley</i>