

# Homelessness and Rough Sleeping Strategy 2019 – 2024

## Action Plan: Annual Review 2022

### Introduction

The Homelessness and Rough Sleeping Strategy 2019 – 2024 was approved by Full Council on 16<sup>th</sup> December 2019. Accompanying the strategy is an Action Plan outlining how the Council is addressing 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 review summarises what has been achieved in the past year and considers how current events have shaped the work of the service and will continue to do so going forward.

### Review

This review provides an opportunity to reflect on the events of the past 12 months 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 Reliving Homelessness***

- 1.1 As a result of escalating levels of demand for nightly paid temporary accommodation arising from continued impacts of the Covid-19 pandemic coupled with the impacts of structural issues within the housing market and economic pressures, in July 2022 the Head of Strategic Housing in consultation with the Cabinet Member 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. Continued pressure on the service meant that by the end of December 2022 there were over 190 households in nightly paid temporary accommodation and over 380 households across all forms of temporary accommodation.
- 1.2 Opportunities for partnership working continue to be maximised through the Rough Sleeper Initiative (RSI) and through the Next Steps Accommodation Pathway (NSAP) alongside partners Crawley Open House, Change Grow Live and Emerging Futures. Pathways Home continue to work in the borough, and the Accommodation for Ex-Offenders (AFEO) programme reaches across West Sussex.
- 1.3 The review of the Crawley Deposit Service concluded in October 2021, however in the year that followed the private sector housing market underwent significant change, both locally and nationally. The sector is in a different position in 2023 to where it was in 2021. Our approach to accessing it needs to be reflective of where the sector is now and where it is going in the future and we will be looking at how best to achieve this in 2023.
- 1.4 Following a procurement exercise a new contract for supporting households residing in temporary accommodation and Crawley Deposit Service facilitated tenancies commenced on 1<sup>st</sup> April 2022 for a five year period.
- 1.5 A number of measures are in place to monitor demand, performance and outcomes across the service. These are recorded weekly/monthly/quarterly as appropriate. This data feeds into a wider review to ensure that the service is structured to best meet demand.
- 1.6 The IT system was upgraded in 2022. Overall, it better meets the needs of the service and improves the user experience for customers applying for housing advice/assistance.
- 1.7 The 2022 IT system upgrade has improved digital access to the service for our customers. Through the online portal customers can make an application, change their contact details, upload documents to active applications, and manage their personal housing plan, without having to phone or email. The pandemic and closure of the Town Hall to the public during lockdowns highlighted the importance of having the digital infrastructure in place to operate services online.

- 1.8 Referrals from organisations with a 'duty to refer' [under the Homelessness Reduction Act 2017] can be made via an online form and the data is recorded monthly. Referrals vary from organisation to organisation, depending on their role and the impact of local/national pressures on their work.
- 1.9 Resources have been increased to expand service capacity. However recruitment and retention continue to prove challenging.
- 1.10 Affordability issues caused by the differential between Local Housing Allowance (LHA) rates and local private rent levels have been raised with the Department for Levelling Up, Housing and Communities (DLUHC) at every opportunity by the Council, at an operational, strategic and political level.

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

- 2.1 The multi-agency rough sleeper meetings continue to provide an important point of liaison between services that work with and assist rough sleepers in Crawley. Low levels of rough sleeping in Crawley have been sustained through the use of discretionary powers to accommodate and support rough sleepers in order to maximise accommodation opportunities.
- 2.2 The work of the RS15 funded multi-disciplinary team encompasses the provision of an off the street offer to rough sleepers all year round, which incorporates periods of colder weather.
- 2.3 The intention had been to be involved 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. Campaigns are due to be reinvigorated in 2023.
- 2.4 Anti-Social Behaviour Risk Assessment Conference (ASBRAC) meetings have been disbanded. These issues continue to be covered at various other meetings as appropriate.
- 2.5 The Rapid Rehousing Pathway has been superseded by the Rough Sleeping Initiative (RSI). Crawley has been successful in bidding for RS15 funds for the three years 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2025.
- 2.6 The eight additional move-on units operated by Crawley Open House continue to be occupied.
- 2.7 Greater Change provide a platform for the public to donate via contactless terminals located in premises within the town centre and online. Funding for this project ended in late 2021 and alternative funding sources are still being explored by Greater Change alongside steps to being self-funded.
- 2.8 Whilst this scheme to expand this service was temporary, 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 a multi-disciplinary outreach team with assertive outreach, housing, drug and alcohol and mental health outreach workers.
- 2.10 The task force is no longer operational. These issues continue to be covered at various other meetings as appropriate.

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

- 3.1 This has been superseded by the WSCC Mental Health and Housing Plan, which is monitored and implemented through the West Sussex Mental Health oversight board, the Sussex Mental Health and Housing Working Group, and the West Sussex Strategic Housing Group. Progress is being made to integrate housing specialists into acute NHS services.
- 3.2 The Housing and Homelessness Forum (organised by Crawley Community Action and attended by representatives of organisations across the statutory, charitable, and voluntary sectors) has not yet reconvened since it was temporarily adjourned during the Covid-19 pandemic.
- 3.3 As 3.2 as both relate to outcomes of the forum that has not yet reconvened.
- 3.4 The Council continue to explore all financial and partnership options for expansion of the Council's temporary accommodation portfolio. The acquisition of additional accommodation is progressing.

- 3.5 Crawley Borough council continue to be an active member of the countywide steering and project groups that work to improve the delivery of disabled facilities grants (DFGs) and respond to other needs through the use of discretionary powers.

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

- 4.1 Government amended the General Permitted Development Order 2015 (GDPO) that requires new development under permitted development rights to meet national space standards.
- 4.2 The use (and therefore cost) of nightly paid temporary accommodation has remained high due to the ongoing demand into the service. Whilst action was taken to reduce the number of households in nightly paid temporary accommodation, numbers remain elevated. The Council continues to explore all financial and partnership opportunities to extend its portfolio of temporary accommodation. The acquisition of additional units of accommodation is progressing.
- 4.3 The review of the Crawley Deposit Service (CDS) was concluded in October 2021. Whilst the review provided a new framework and focus for the service, the housing market has changed considerably since the pandemic began and especially so in the last year. Further work will be undertaken during 2023 to ensure we continue to maximise opportunities to access private rented accommodation.
- 4.4 The delivery of new build affordable homes in Crawley (by the Council and registered providers of social housing) has maintained momentum, with the Council's own build programme playing a significant role in achieving this.
- 4.5 The Council participated in a one-off study with what was the Ministry of Housing Communities and Local Government 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. Since publication of the report, the Government amended the General Permitted Development Order 2015 (GDPO) that requires new development under permitted development rights to meet national space standards.

***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 was linked to the review of the Crawley Deposit Service that concluded in October 2021. This was to ensure that support is targeted how, where and when it is most needed. The countywide household support fund (to support households impacted by Covid) builds on this work, along with public health funding, the changing futures programme and work of the RS15 funded multi-disciplinary team.
- 5.2 Employ Crawley continue to help local residents into employment. A youth employment support adviser works alongside advisers who work with ethnic minority communities and the over 25s. Staff are based in the main library but co-located with the DWP on the ground floor of the Town Hall once a week.
- 5.3 The Council continue to work with all partners, as per 1.2.

**Conclusion**

2022 was a challenging year for the Strategic Housing service. Whilst the pandemic started to ease, escalating cost of living pressures meant that the demand for services showed no sign of returning to pre-pandemic levels. Looking forward, our priorities for the coming year include:

- Promoting engagement with those who may be resistant to engage, or have issues that restrict their ability to access support services.
- Helping support those we have already assisted into accommodation to sustain their tenancies and break the cycle of repeat homelessness.
- Responding to the continued high levels of demand, whilst renewing our focus on a prevention based service delivery model.

To help achieve, this we will continue to work with our partner organisations and agencies across the Borough and County.

## 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							
	Action	Desired outcomes	Lead	Partners	Resources	Target, timescale and milestones	Monitoring and evaluation
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 Community £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							
	Action	Desired outcomes	Lead	Partners	Resources	Target, timescale and milestones	Monitoring and evaluation
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							
	Action	Desired outcomes	Lead	Partners	Resources	Target timescale and milestones	Monitoring and evaluation
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>