

Enfield's Homelessness Strategy 2013 – 2018

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EXECUTIVE SUMMARY

Introduction

Welcome to Enfield's Homelessness Strategy 2013 – 2018, which sets out the Council's plans, in collaboration with our partners, for effectively tackling homelessness in the borough, over the next 5 years.

Key to addressing homelessness in Enfield is maximising the supply of homes for local people and making best use of Enfield's existing housing stock. These are important corporate priorities. Our plans are set out in more detail in Enfield's Housing Strategy and will evolve in response to changing circumstances. Our plans include:

- utilising Enfield Councils Investment Partner Status to compete for more funding to build council homes
- actively maximising the development of council owned land, including small sites and garages as well as using other innovative approaches to increase the supply of homes
- joint working with our partner Housing Associations to develop new housing supply

This summary covers:

- Why Enfield has a Homelessness Strategy
- How Enfield's Homelessness Strategy was developed
- Key issues identified in Enfield's Review of homelessness
- Key challenges in addressing homelessness
- Enfield's Homelessness Strategy: Vision and Ambitions
- The structure and content of Enfield's Homelessness Strategy

Why Enfield has a Homelessness Strategy

It is a legal duty to have a Homelessness Strategy housing authorities are required to carry out a Homelessness Review and formulate a strategy based on the results of the review that includes plans for:

- Preventing homelessness
- Ensuring sufficient accommodation is available for people who are, or who may become homeless
- Ensuring there are satisfactory support services for people who are, or may become homeless, or who need support to prevent them from becoming homeless again

Enfield's new 5 year Homelessness Strategy plays an essential part in delivering aspects of Enfield's 15 year Housing Strategy agreed by Cabinet in 2012. It also underpins a key priority and area of work for Enfield on tackling and preventing homelessness in the borough which requires considerable and continuing resources.

How Enfield developed its Homelessness Strategy

Enfield's Homelessness Strategy 2013-2018 has been developed using findings from a comprehensive Review of homelessness undertaken between January-June 2013.

This involved:

- Setting up a multi-agency Homelessness Strategy Steering Group and a Homelessness Operational Steering Group of front-line staff to oversee the Review and development of the strategy.
- Consultation and involvement with a wide range of stakeholders –
- A review and evaluation of outcomes from Enfield's previous Homelessness Strategy and Action Plan 2008-2013
- A review of statistical data and trends about homelessness in Enfield
- Analysis of Census data
- Comparing Enfield's performance against best practise and other Local Authorities performance.
- Writing the Strategy and producing a detailed 5 year Action Plan.

A summary of Enfield's Review of Homelessness and outcomes from the consultation can be found on the Council's website.

Key Issues identified within Enfield's Homelessness Review

Enfield's Homelessness Review undertaken between January – June 2013 identified a number of issues that have an impact on homelessness or the way homelessness is addressed they include:

- **Partnership Working**

Effectively preventing and reducing homelessness in Enfield relies upon the council working with a wide range of partners, pooling knowledge, resources and expertise has never been more important in the current economic climate with resources being stretched.

- **Changes in Government Policy**

Two key changes in government policy are now driving the context in which homeless services are provided:

Welfare reform: key changes are:

- Caps on welfare benefits so that working age households can no longer receive more than a total in benefits per week of £500 for a family and £350 for a single person or couple without children
- Council Tax Local Support Scheme requiring all working age claimants to pay something towards Council Tax
- The spare room subsidy or “Bedroom Tax” which means any working age claimant in social rented housing no longer receive housing benefit for a spare room.

The Localism Act 2011: key changes are:

- Discharge of the main homelessness duty with an offer of a suitable home in the private rented sector.
- Greater flexibility for the Council to decide who can apply for their housing register to obtain social rented housing.
- Reduced funding for Registered Providers to build affordable new homes.
- Flexibility for Housing Providers to use shorter fixed term tenancies and the Affordable Rent Model.¹

- **The Economic downturn**

Has led to increased deprivation in the area, increased levels of un-employment, reduced income levels and an increased inability to access affordable housing options

- **Changes in the Local Housing Market**

An understanding of the housing markets in Enfield and the changes happening within them is important for addressing homelessness. The review identified:

- Social rented homes in Enfield are in very short supply.
- Under the Government’s Affordable Homes Programme 2011-15, the supply of new homes people can afford has diminished
- The high cost of home ownership has made it increasingly difficult for people to buy somewhere to live with prices rising faster than earnings
- Over the last decade there has been dramatic growth in Enfield’s private rented sector, rents are increasing and demand is outgrowing supply.

Private Rented Sector demand and rents are increasing because other London local authorities are using larger budgets to outbid each other for the supply. There is a reduction in private rented lettings for benefit dependent households arising from government changes to welfare benefits and high cost of home ownership producing a new market of professional people who now rent because they cannot afford to buy.

¹ Ability to charge rent up to 80% of the local market rents

- **Changing Reasons for Homelessness Acceptances² by Enfield Council**

The main reason for homelessness has changed in Enfield over the past five years. Loss of private rented accommodation has become the main reason replacing family/ friend ejection.

Key Challenges for Enfield in Addressing Homelessness

- Dealing with the increased demand for Enfield's homelessness services
- A lack of affordable, quality private rented homes in Enfield for responding to the increased demand for affordable housing inside and outside of the borough
- Improving standards of management within Enfield's private rented sector.
- Managing the impact of a shortage of Social rented homes, re-prioritising who is allocated the social rented homes available:
 - Tenants living on Council's Estates in the Renewal programme
 - homeless households living in expensive emergency accommodation prior to 9/11/12, owed a full housing duty by the council
 - those with high care and support needs,
- Maintaining a balanced portfolio of emergency accommodation to meet the needs of Enfield's homeless households
- Finding ways to maintain effective homeless services in a climate of budget cuts and limited resources
- Communicating the many changes impacting on homelessness and the way we have to provide homeless services in the future with Enfield's stakeholders
- Sustaining the involvement of Partners in addressing homelessness

Enfield's Homelessness Strategy: Vision and Ambitions

- **Enfield's Vision**

Outcomes from the homelessness review and consultation have resulted in a new vision for preventing and tackling homelessness which is set out below:

² Acceptances – households who Enfield owes a full housing duty to under the homelessness legislation

Eliminate homelessness in the borough and enable people to make their own informed choices for housing they can afford.

- **Enfield's Ambitions**

Enfield's Homelessness Review identified that the five key ambitions from Enfield's Homelessness Strategy 2008 – 2013 are still relevant and in this strategy they have been refined.

Our ambitions are:

- | | |
|--------------------|---|
| Ambition 1: | Preventing homelessness in Enfield and enabling households to find homes they can afford |
| Ambition 2: | Securing adequate accommodation to meet the needs of homeless households and those at risk of homelessness |
| Ambition 3: | Provide the relevant support to enable households with assessed support needs to live independently in their own home |
| Ambition 4: | Providing an excellent standard of customer service |
| Ambition 5: | Make best use of council money and other resources |

There are three sections within Enfield's Homelessness Strategy:

Part 1: Context for Developing Enfield's Homelessness Strategy

Enfield's review of homelessness in the borough and revised Homelessness Strategy has been informed by strategic and policy objectives at national, regional and local level, details of which are set out in this Homelessness Strategy.

Part 2: Addressing Homelessness in Enfield

Part 2 of the strategy sets out key findings from Enfield's Homelessness Review, the challenges the borough faces in tackling homelessness and the vision and ambitions identified to address homelessness in Enfield over the next 5 years

Part 3: Enfield's Homelessness Strategy Action Plan

Enfield's Homelessness Strategy Action Plan has been developed to cover key priorities for the coming years. Where possible the resource associated with each Action has been identified and made available. As the Action Plan is implemented and work with our partners continues, the Action Plan will be revised and updated.

For more information about Enfield's Homelessness Strategy contact:

Housing Strategy, IT and Business Support Team

Community Housing Services

Department of Health, Housing and Adult Social Care

London borough of Enfield

Tel: 020 8379 1000

ENFIELD'S HOMELESSNESS STRATEGY 2013-2018

Introduction

This is Enfield's Homelessness Strategy 2013 – 2018 which sets out the Council's plans for effectively tackling homelessness in the borough over the next 5 years.

It supports Enfield's Housing Strategy which sets out the borough's long term plans for housing in Enfield, including housing supply.

Enfield's Homelessness Strategy has been developed at a time of unprecedented change, including social housing reforms and welfare reforms. It builds on the achievements of Enfield's previous Homelessness Strategy whilst responding and adapting to the changing environment in which homelessness and support services are delivered.

A key aim of this Homelessness Strategy is preventing homelessness and providing assistance to individuals and households to enable them to make informed choices about sustainable, affordable housing options.

Defining Homelessness

Homelessness is defined as "the state of having nowhere to live"³. It includes people who are sleeping rough, homeless people for whom the local authority has a duty to find a pathway into appropriate housing, the "hidden homeless" who are living with friends and relatives or those at risk of homelessness because they are living in insecure, overcrowded conditions or accommodation which is in disrepair.

Enfield's definition of homelessness also includes the following:

- Households for whom it has provided emergency housing before 9 November 2012, because the Council agreed a full duty to house them under the homelessness law. These households are waiting for a Council or housing association home.
- Households to whom the Council owes a full homelessness duty after 9 November 2012 are also provided with emergency housing under the homelessness law. The Council will assist most of these households with finding a suitable home in the private rented sector.

Background

A legal duty to have a Homelessness Strategy

The Homelessness Act 2002 requires housing authorities to carry out a Homelessness Review and formulate a strategy based on the results of the review that includes plans for:

³ Reference Collins on-line dictionary.

- Preventing homelessness
- Ensuring sufficient accommodation is available for people who are, or who may become homeless
- Ensuring there are satisfactory support services for people who are, or may become homeless, or who need support to prevent them from becoming homeless again

How Enfield developed the new Homelessness Strategy

The Homelessness Act 2002 places a duty on local housing authorities to carry out a homelessness review and, in consultation with local partners and stakeholders formulate and publish a Homelessness Strategy based on the findings of that review, at least every five years. Enfield's Homelessness Review included an assessment of the level and trends in homelessness and of existing provision and services for those facing homelessness in the borough.

Enfield's Homelessness Strategy has been developed using findings from a comprehensive Review of homelessness undertaken between January-June 2013. This involved:

- Setting up a Homelessness Strategy Steering Group made up of statutory, private sector and voluntary organisations to oversee the Review and development of the strategy.
- Setting up a Homelessness Operational Steering Group to involve front-line staff in shaping and developing the Homelessness Strategy.
- Consultation and involvement with a wide range of stakeholders, including private and voluntary sector partners, Council Members, local residents, service users and staff. A summary of responses to the consultation is set out in Appendix 1.
- A review and evaluation of outcomes from the previous homelessness strategy and action plan 2008-2013
- A review of statistical data and trends about homelessness.
- Analysis of recent Census data to understand the demographics and potential growth in population in Enfield for the future.
- Comparing Enfield's performance against best practise and other Local Authorities performance.
- Writing the Strategy and producing a detailed 5 year action plan.

A summary version of the review can be found in Part 4 of Enfield's Homelessness Strategy

What does Enfield's Homelessness Strategy cover?

- Part 1 sets out:
 - How national, regional and local government policies and laws, are affecting the way Enfield addresses homelessness and provides appropriate services.

- Part 2 sets out
 - Key Issues arising from Enfield's Homelessness Review
 - The key challenges ahead
 - Enfield's Strategic vision and Ambitions for addressing homelessness
 - What Enfield and its partners plan to do to address the challenges and meet the Council's ambitions for addressing homelessness over the next five years

- Part 3 contains Enfield's detailed Homelessness Strategy Action Plan

What Enfield's Homelessness Strategy does not cover and why

Enfield's wider plans for addressing long term housing supply are outside the scope of this strategy. This is because the borough's plans for maximising housing supply, shaping supply and making best use of existing stock are set out in Enfield's Housing Strategy 2012-2027.

This Strategy will set out the borough's Strategic position on accessing suitable, affordable accommodation in sufficient quantities to meet the needs of homeless households and those at risk of homelessness

Part 1: Context for Developing Enfield's Homelessness Strategy

Enfield's review of homelessness in the borough and revised Homelessness Strategy have been informed by strategic and policy objectives at national and regional level. This chapter will touch on these influences and their relationship with Enfield Council's strategic objectives and key strategies. A summary of Enfield's Review of Homelessness is available as a separate document.

National Strategies and Policies relating to Homelessness

The key national level strategies and policies that are influencing Enfield's Homeless Strategy include:

- Government's National Housing Strategy for England: Laying the Foundations, November 2011
- Simplifying the welfare system and making work pay, August 13
- Improving the rented housing sector, June 2013
- A fairer future for social housing, November 2010
- Tackling Overcrowding in England: an Action Plan
- Providing housing support for older and vulnerable people, April 2011,
- Adult Safeguarding: Statement of government policy, May 2011
- Promoting Health and Well-being: Implementing the national health promotion strategy

Regional Strategies and Policies relating to Homelessness

From the 1st April 2012 the Mayor became directly responsible for strategic housing, regeneration and economic development in London. The Mayors strategies and policies that influence Enfield's Homelessness Strategy are:

- The Revised London Housing Strategy
- The Mayor's Covenant

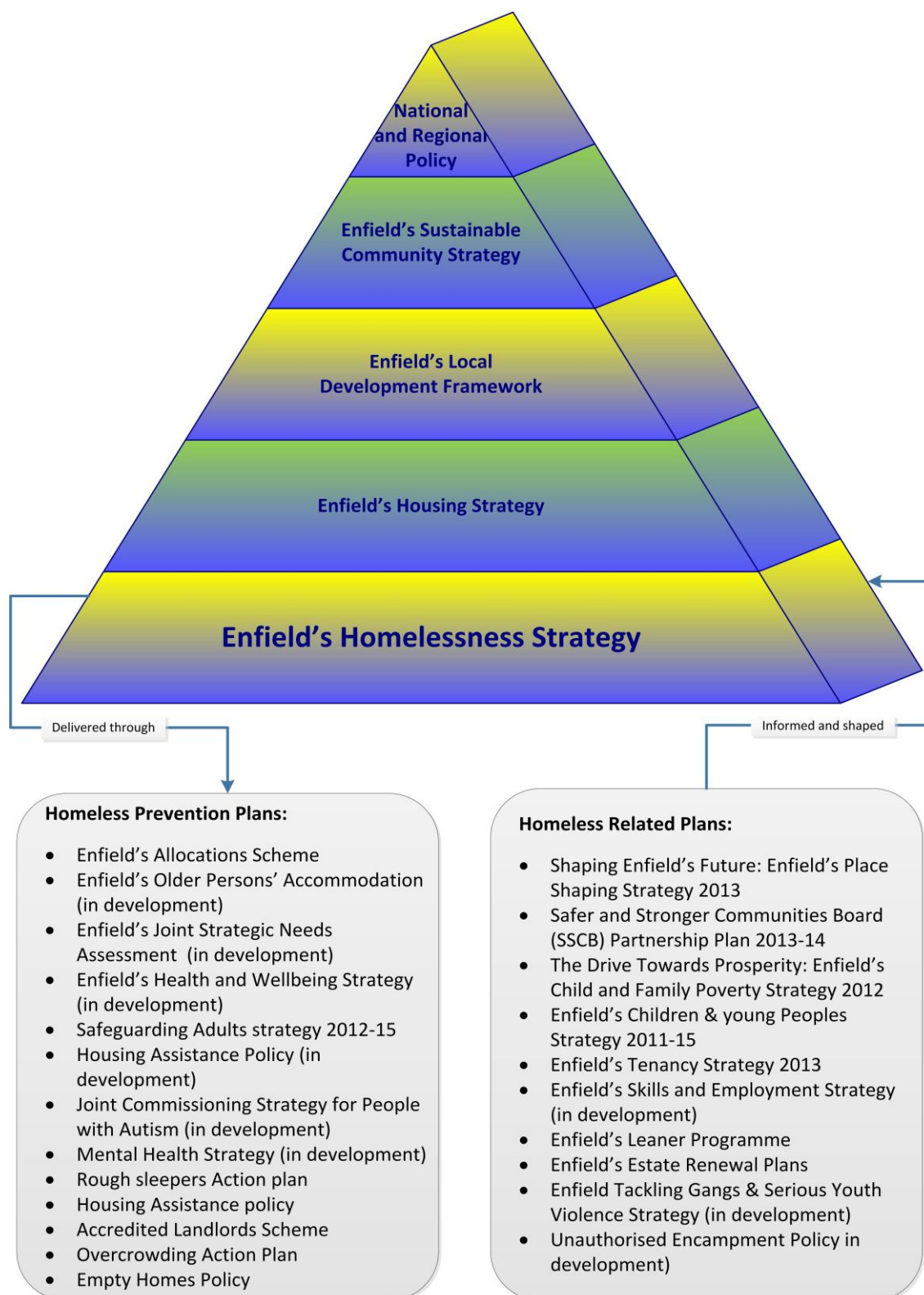
Local Strategies and Policies relating to Homelessness

Addressing homelessness is an important local strategic priority for Enfield. It supports Enfield Council's corporate vision 'to make Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.' Enfield's plans for addressing homelessness support the council's aims and objectives.

Enfield's Homeless Strategy sits underneath and is supported by a range of local strategies, policies and plans. Many of these are set out in Enfield's fifteen year Housing Strategy.

The diagram below shows the relationship between Enfield's Housing Strategy, Homelessness Strategy and other borough wide strategic plans

Enfield's Homelessness Strategy in relation to other Corporate Strategies and Plans



Part 2: Addressing Homelessness in Enfield

Part 2 of this strategy sets out key findings from Enfield's Homelessness Review as well as the challenges the borough faces in tackling homelessness and the measures identified to address homelessness in Enfield over the next 5 years

Key issues identified from Enfield's Homelessness Review

Enfield's Homelessness Review undertaken between January – June 2013 identified a number of issues that have an impact on homelessness or the way homelessness is addressed. A summary of the key issues is set out below, more detailed information to support this section is in the appendix attached

Partnership Working

Effectively preventing and reducing homelessness in Enfield relies upon the council working with a wide range of partners. Our partner's commitment to our ambitions and a willingness to play their part are essential to the success of addressing homelessness in the borough. Pooling knowledge, resources and expertise has never been more important in the current economic climate with resources being stretched.

Changes in Government Policy

Enfield's Homelessness Strategy has been developed at a time of significant change to national policy, relating to welfare and social housing reform. Two key changes in government policy are now driving the context in which homeless services are provided:

Welfare reform: key changes are:

- Caps on welfare benefits so that working age households can no longer receive more than a total in benefits per week of £500 for a family and £350 for a single person or couple without children
- Council Tax Local Support Scheme requiring all working age claimants to pay something towards Council Tax
- The spare room subsidy or "Bedroom Tax" which means any working age claimant in social rented housing no longer receive housing benefit for a spare room.

The Localism Act 2011: key changes are:

- Discharge of the main homelessness duty with an offer of a suitable home in the private rented sector.
- Greater flexibility for the Council to decide who can apply for their housing register to obtain social rented housing.
- Reduced funding for Registered Providers to build affordable new homes.

- Flexibility for Housing Providers to use shorter fixed term tenancies and the Affordable Rent Model.⁴

The Economic downturn

The impact of the economic downturn on Enfield has been:

- Increased deprivation in the area, Enfield has risen six places in the last 5 years to 64th⁵ most deprived local authority in England
- Increased levels of un-employment, figures for 2012 showed Enfield has the fifth lowest employment rate in London and above average increases in all the main working age benefits since 2008
- Reduced income levels both earned and from welfare benefits
- Increased inability to access affordable housing options

Changes in the Local Housing Market

An understanding of the housing markets in Enfield and the changes happening within them is important for addressing homelessness. Enfield's homelessness review found the following facts about Enfield's local housing market:

- Social rented homes in Enfield are in very short supply. The Council let 693 Council and housing association homes in 2012/13⁶. Enfield's Lettings Forecast predicted 568 will become available for letting in 2013/14.
- Under the Government's Affordable Homes Programme 2011-15, there are no new 'handovers' of housing association homes to be let on social rent terms planned in Enfield beyond 2013/14⁷.
- Owner occupation in Enfield has seen a significant decline from 77994 to 70549 between 2001 and 2011. The high cost of home ownership has made it increasingly difficult for people to buy somewhere to live with prices rising faster than earnings. Many of those who would have bought now rent.
- Over the last decade there has been dramatic growth in Enfield's private rented sector from 13,105 to 27,500 properties rented out. Rents are increasing and demand is outgrowing supply. The drivers for increasing rents and demand include:
 - The high cost of home ownership producing a new market of professional people who now rent because they can't afford to buy somewhere to live.
 - Low levels of social rented homes becoming available for letting so households who expected a home in the social rented sector are looking to the private rented sector instead.

⁴ Ability to charge rent up to 80% of the local market rents

⁵ Index of multiple deprivation figures

⁶ Breakdown of lettings: Council General Needs: 392; Council sheltered: 93; Housing association: 208

⁷ Enabling Programme Outcomes 2008/13 – Enabling Team 21/6/13

- Competing claims from other London local authorities who are procuring private rented homes in the borough for their own households in housing need. Many are using larger budgets to outbid each other for the supply
- A reduction in private rented lettings for benefit dependent households arising from government changes to welfare benefits including reductions in Local Housing Allowance rates. There is evidence that private landlords are choosing to let to different rental markets

Emerging from a growing private rented sector are concerns about a rise in anti- social behaviour and a need to introduce a range of more effective measures to improve standards of management.

Maximising housing supply for local people, including affordable homes and making best use of Enfield's existing housing stock are important corporate priorities. Our plans are set out in more detail in Enfield's Housing Strategy and will evolve in response to changing circumstances. Plans include:

- utilising Enfield Councils Investment Partner Status to compete for more funding to build council homes
- actively maximising the development of council owned land, including small sites and garages as well as using other innovative approaches to increase the supply of homes
- joint working with our partner Housing Associations to develop new housing supply

Changing Reasons for Homelessness Acceptances⁸ by Enfield Council

The main reason for homelessness has changed in Enfield over the past five years. Loss of private rented accommodation has become the main reason for homelessness in Enfield moving from 21.9% of all homelessness acceptances in 2010/11 to 43% in 2012/13. Previously the main reason for homelessness was households being evicted from the home of family or friends. This has resulted in a 13% reduction in the proportion of homeless acceptances.

Key Challenges for Enfield in Addressing Homelessness

The issues from the homeless review outlined in section 1 present a number of key challenges for Enfield in preventing and tackling homelessness in the borough, this section sets out to explain what those challenges are.

Sustaining the involvement of Partners addressing homelessness

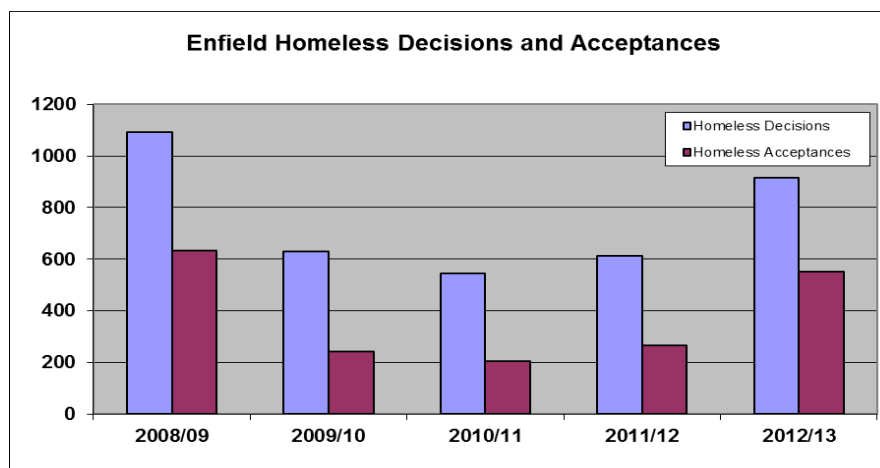
It is essential that all of our partners ensure homelessness and their role in helping to manage it in Enfield becomes and remains a priority for them. The challenge for the

⁸ Acceptances – households who Enfield owes a full housing duty to under the homelessness legislation

Council will be to obtain and sustain the involvement of partners in preventing and tackling homelessness in Enfield, whilst recognising the pressures they face, including financial ones, and the differences in our respective roles and responsibilities

Increased demand for housing options and advice services

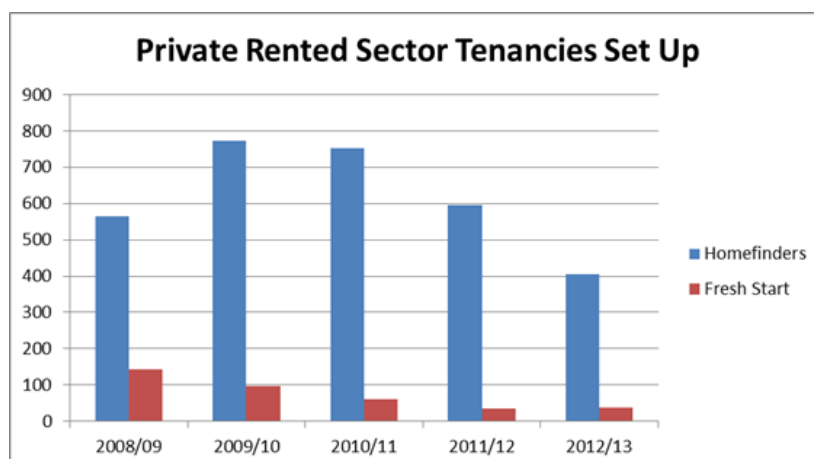
After declining for many years, the number of homeless acceptances and homeless decisions has begun to increase again in common with both London and national trends. However during 2012/13 the rise in homeless acceptances has been far more pronounced in Enfield, as illustrated in the chart below.



A rise in homelessness will result in a significant increase in demand for Enfield’s housing options and advice services for homeless households or those threatened with homelessness covering:

- Sustaining tenancies in the private rented sector
- Enabling households to find accommodation that they can afford either within or outside of the borough
- Assisting households with care and support needs
- Preventing street homelessness

A lack of affordable, quality private rented homes in Enfield to respond to increased demand



As illustrated in the chart above the earlier success of Enfield's rent deposit schemes has declined since 2011/12. Part of the explanation for this decline can be found in the changes in Enfield's private rental markets highlighted above, resulting in a reduction in the supply of suitable, affordable homes for low income households and those on benefits.

It has become far more difficult for Enfield to source affordable local homes for:

- Preventing homelessness
- Discharging the homelessness duty in Enfield to households who are homeless
- Enfield's emergency housing portfolio

A large private rented sector presents challenges in terms of maintaining quality standards of management and letting and addressing anti-social behaviour. The Council is looking at ways of working with private landlords and other organisations to find a coordinated and comprehensive set of measures to tackle rogue landlords and unreasonable behaviour.

The impact of a shortage of Council and Housing Association Homes for Letting

The serious shortage of council and housing association homes to go around in Enfield has resulted in the Council having to prioritise who is allocated the homes available. The current housing priorities for the Council are:

- rehousing tenants living in homes that are included in the Council's Estate Renewal programme and
- housing homeless households living in expensive emergency accommodation prior to 9/11/12 who are owed a housing duty by the Council.

The remaining homes are prioritised for those with high care and support needs, which means:

- Those without high care and support needs will find themselves renting from a private landlord and will need to consider alternative affordable housing options.
- It will take longer to house pre-9/11/12 homeless households placed in Enfield's emergency housing

Continuing to provide an effective housing options and advice service whilst making best use of the Council's Money

Partnership working is key to successfully achieving value for money housing options and advice service in Enfield. In a climate of increased demand for services, increased costs of homelessness and cuts to public spending it is ever more challenging to continue to provide effective and value for money services, making it essential to share knowledge, expertise and pool resources with our partners in order to meet that challenge

Communicating Enfield's approach to addressing homelessness

Enfield's Homelessness Strategy has been developed at a time of unprecedented welfare and housing policy change. The changes, their impact and the steps being taken to address homelessness in Enfield need to be communicated effectively to local people and the organisations that work with and support them.

We need to continue to assess the impact of the changes on service users and plan services accordingly

Enfield's Homelessness Strategy: Vision and Ambitions

Outcomes from the homelessness review and consultation have resulted in a new vision for preventing and tackling homelessness which is set out below:

Eliminate homelessness in the borough and enable people to make their own informed choices for housing they can afford.

Enfield's Ambitions for its Homelessness Strategy

Enfield's Homelessness Review identified that the five key ambitions from Enfield's Homelessness Strategy 2008 – 2013 are still relevant and in this strategy they have been refined.

Our ambitions are:

- Ambition 1:** Preventing homelessness in Enfield, and enabling households to find homes they can afford
- Ambition 2:** Securing adequate accommodation to meet the needs of homeless households and those at risk of homelessness
- Ambition 3:** Provide the relevant support to enable households with assessed support needs to live independently in their own home.
- Ambition 4:** Providing an excellent standard of customer service
- Ambition 5:** Make best use of council money and other resources

There is strong political commitment and support from senior officers for addressing homelessness in the borough.

Enfield has adopted good practice identified by the Department of Communities and Local Government and other local authorities in tackling homelessness in the borough and preventing repeat homelessness, but there is more work to be done to meet the challenges identifies.

The next section sets out what Enfield intends to do over the next 5 years to achieve its ambitions.

Ambition 1: Preventing homelessness in Enfield, and enabling households to find homes they can afford

2013-2018 We will:

- Use local intelligence and information to continue to forecast and manage the demand for Housing Options and Advice services
- Respond to main cause of homelessness in the borough - loss of a private rented tenancy.
- Improve the range of advice and support provided⁹ to all households approaching the housing options and advice service to enable them to access housing that they can afford in and outside of the borough
- Work in partnership to address the correlation between homelessness and worklessness
- Work with housing association partners providing homes for single people at risk of homelessness to ensure that supply continues to meet identified housing need.
- Ensure low levels of rough sleeping
- Strengthen partnership working across the private, voluntary and community sector.

Ambition 2: Securing adequate accommodation to meet the needs of homeless households and those at risk of homelessness

2013-2018 We will:

- Ensure an optimum accommodation portfolio inside and outside of the borough, to meet the needs of homeless households and those threatened with homelessness
- Reduce the use of nightly paid accommodation for Enfield's homeless households.
- Increase the number of private rented sector homes available to let

⁹ Advice to include affordable housing options, budget management and sign posting to work, education and training opportunities

- Ensure all properties used by the service comply with minimum safety and quality standards
- Evaluate options available to the Council to tackle the link between the private rented sector (used to meet housing need of homeless households) and elevated levels of anti-social behaviour

Ambition 3: Provide the relevant support to enable households with assessed support needs to live independently in their own home

2013-2018 We will:

- Enable as many households as possible with care and support needs to remain living independently in their own home
- Keep under review the demand for appropriate Housing Related Support services for homeless households with assessed care and support needs.
- Ensure social housing resources are prioritised to house vulnerable homeless households who are not able to help themselves
- Safeguard vulnerable people from abuse and harassment by joint working with partners to support them with their housing need

Ambition 4: Providing a good standard of customer service

2013-2018 We will:

- Deliver our plans for an accessible, innovative housing options and advice service, with those at risk of homelessness being fast tracked for services
- Introduce and publish new service standards
- Set new customer satisfaction targets
- Improve customer engagement and involvement to further develop our homeless services

Ambition 5: Make best use of council money and other resources

2013-2018 We will:

- Keep under review the impact, costs and benefits of all homelessness related services
- Implement Enfield Council's online housing options and advice service
- Explore all opportunities for partnership working and pooling resources
- Reduce the unit cost of emergency housing

Part 3: Enfield's Homelessness Strategy Action Plan

Enfield's Homelessness Strategy Action Plan has been developed to cover key priorities for the coming years. Where possible the resource associated with each Action has been identified and made available. As the Action Plan is implemented and work with our partners continues, the Action Plan will be reviewed and updated.

Performance management of Enfield's Homelessness Strategy and Action Plan

This strategy will evolve over time to reflect alterations in policy and legislation and the changing needs, expectations and priorities of our customers and partners.

A performance management framework is in place within Community Housing Services to monitor service outcomes, including homelessness. Responsibility for reviewing and updating Enfield's Homelessness Strategy and supporting Action Plan will lie with Enfield's Housing Strategy, IT and Business Support Team. Outcomes will be monitored through the Community Housing Services' Housing Strategy Board with outcomes reported annually to Enfield's Housing Strategic Partnership.

Ambition 1: Preventing Homelessness and enabling households to find homes they can afford.

Key Outcomes:

1. In the next 5 years reduce the number of households living in emergency housing where Enfield Council accepted a full housing duty before 9/11/12 by 1000 (from a baseline of 1719 as at November 2013) (1.2). (PI:NI156i)
2. A yearly increase in the number households in the private rented sector helped to remain in their own homes from a baseline figure 2012/13 of 207 total (PI:CHS002)
3. Help 30 more people every year with a home in the private rented sector (Baseline 2012/13 406 (PI:CHS001)
4. Levels of rough sleeping in the borough are below 5 on any one night with no second night out
5. Improve the range of advice and support provided to all households approaching Enfield's Housing Options and Advice Service (to include affordable housing options, budget management and signposted to work, training and education opportunities)
6. Target of 25 homeless households engaged in employment, education or training per year

Ref	Actions	2014	2013 - 2015	2014 - 2016	2015 - 2017	2016 - 2018	2017 -	Lead organisation / officer Key Partner(s)	Resources
1.1	Keep under review the main causes of homelessness and the need for homelessness prevention services -	✓	✓	✓	✓	✓		Head of Housing Options and Advice	Existing resources

Ref	Actions	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	Lead organisation / officer Key Partner(s)	Resources
	P1E returns							
1.2	Deliver an agreed annual target for Enfield Council's homeless acceptances (households owed a full housing duty under the homelessness law)	✓	✓	✓	✓	✓	Head of Housing Options and Advice	Existing resources
1.3	Make available 30-40% of all social rented homes that become available per year to offer to discharge Enfield's housing duty to households the Council accepted before 9 November 2012	✓	✓	✓	✓	✓	Head of Housing Options and Advice Enfield Homes Registered Providers	Existing Resources RSL partners – nominations / developments HRA
1.4	Respond to the biggest cause of homelessness, loss of a private rented tenancy, by:-						Head of Housing Options and Advice Head of PSH & Accommodation services	Existing Resources Homelessness Grant DHP
1.4a	<ul style="list-style-type: none"> Delivering a tenancy sustainment service which helps Enfield's private tenants to stay where they are – annual targets to be set 	✓	✓	✓	✓	✓	Ptnr: Landlords /Agents Turkish Community groups	
1.4b	<ul style="list-style-type: none"> Delivering Enfield's Homefinder Private Rented Sector rent deposit scheme to Enfield's private tenants who have no alternative but to move to another private rented sector home – annual targets to be set - 	✓	✓	✓	✓	✓		Existing Resources

Ref	Actions	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	Lead organisation / officer Key Partner(s)	Resources
1.4c	annual targets to be set							
	<ul style="list-style-type: none"> Develop and deliver an engagement and involvement campaign targeted at Turkish community groups who are disproportionately represented in households losing private rented sector tenancies. 		✓					Existing Resources
1.5	Target DHP at preventing homelessness including tenancy sustainment and housing options – monitor DHP allocation	✓	✓	✓	✓	✓	Revenues and Benefits	Government DHP allocation
1.6	Respond to the lack of housing options for single people and couples without children under 35 by investigating funding and development opportunities for affordable housing options for			✓			Head of Housing Options and Advice Head of PSH & Accommodation services Enfield's Single Homeless Forum	
1.6a	<ul style="list-style-type: none"> People under 35 with substance and alcohol misuse 		✓				DAAT Key Partners: Planning Landlords / Agents	DAAT funding
1.6b	<ul style="list-style-type: none"> People under 35 who are unemployed or on a low income 			✓			Housing associations Enfield Faith Network Charitable agencies	Existing Resources Hope Worldwide Charitable funding
1.7	Strengthen partnership working within Enfield Single Homeless Forum (ESHF) to ensure single homeless people and couples		✓				Head of Housing Options and Advice	Existing Resources

Ref	Actions	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	Lead organisation / officer Key Partner(s)	Resources
1.7a	without children have a voice and resources are pooled for developing sustainable housing options and services by: <ul style="list-style-type: none"> Marketing campaign to expand the membership of ESHF 		✓				Key Partners: London Street Rescue Revs and Bens Housing Related Support Faith Groups Providers for single homeless DWP & Job Centre+	
1.7b	<ul style="list-style-type: none"> Monitoring the borough's action plan on rough sleeping 	✓	✓	✓	✓	✓		
1.8	Carry out an audit of the voluntary and community sector and compile a register of all organisations that provide housing options and advice services with detail of what they provide to make best use of their services for preventing homelessness		✓				Head of Housing Options and Advice Partners: Voluntary & Community Sector	Existing Resources
1.9	Respond to the link between homelessness and worklessness by targeting households at risk of homelessness presenting to the Council for housing options and advice services:						Head of Sustainable Communities Team	Existing Resources
1.9a	<ul style="list-style-type: none"> Refer unemployed households for work opportunities to partner employment providers e.g Job Centre + Reed employment - report on take up and outcomes 	✓	✓	✓	✓	✓		

Ref	Actions	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	Lead organisation / officer Key Partner(s)	Resources
1.10	Responding to the link between homelessness and worklessness, by targeting households in Enfield's emergency housing for work, education and training opportunities:		✓					
1.10a	<ul style="list-style-type: none"> Housing Association partners to target in-house work and training programmes at occupiers of Enfield's Housing Association Lease Schemes - report on referrals and outcomes annually 		✓				Head of PSH & Accommodation services Head of Housing Options and Advice	
1.10b	<ul style="list-style-type: none"> Sustainable Communities Team to ensure effective targeting and marketing of work fairs and training events - report on events and take up annually 		✓				Ptnrs: Head of Sustainable Communities Team Registered Providers Voluntary & Community Sector DWP Job Centre + Children & Families	
1.10c	<ul style="list-style-type: none"> Develop an involvement and engagement plan with local community groups to encourage their members to break the benefit cycle and help identify employment and training opportunities within their communities – plan in place and outcomes 		✓	✓				Voluntary & community group resources

Ref	<u>Actions</u>	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2017 - 2018	Lead organisation / officer Key Partner(s)	Resources
	monitored								
1.11	Produce a marketing campaign to raise awareness about the criteria for eligibility for Disabled Facilities Grants		✓						

Ambition 2: Securing adequate accommodation to meet the needs of homeless households and those at risk of homelessness

Key Outcomes

1. Ensure a supply of the right mix of good quality, reasonably priced accommodation types, that increases the supply of longer term leased accommodation and reduces the use of short term nightly paid accommodation (Optimum portfolio 13/14 850PLA, 750PSL, 215NPA & 50B+B)
2. Bring back into use **60** empty homes from the private rented sector per year for emergency housing
3. All properties used by the service comply with minimum safety and quality standards under HHSRS¹⁰ minimum statutory standards.

Ref	<u>Actions</u>	2014	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	Lead organisation / officer Key Partner(s)	Resources
All Accommodation										
2.1	Implement Enfield's emergency housing and private rented sector Procurement Plan. Monitor targets set and report fortnightly to CHS Operations Board	✓		✓	✓	✓	✓	✓	Head of PSH & Accommodation Services Ptnrs: Local landlords & agents Out borough LL & agents Other London Boroughs	Existing CHS Resources & New Homes Bonus
Emergency Accommodation										
2.2	Improve the process for planned referrals of homeless households from Housing Options and Advice Services to Accommodation services for emergency housing to reduce the use of Nightly Paid Accommodation	✓		✓	✓	✓	✓	✓	Head of Housing Options and Advice Ptnr: Accommodation Services Landlords /Agents	Existing Resources
2.3	Implement the Project to use empty decanted council homes as emergency housing until they are	✓		✓	✓				Head of PSH & Accommodation Services Ptnrs: Enabling Team	Existing Resources

¹⁰ Health & Housing Safety Rating Standard

Ref	Actions	2014 - 2013	2015 - 2014	2016 - 2015	2017 - 2016	2018 - 2017	2019 - 2018	Lead organisation / officer Key Partner(s)	Resources
	ready for demolition							Registered Providers	
2.4	Carry out annual inspections of emergency housing to ensure compliance with the Housing Health and Safety Rating System (HSRS) standards	✓	✓	✓	✓	✓		Head of PSH & Accommodation Services Ptnrs: Landlords & agents Enviro- crime	Existing Resources
Private sector									
2.5	Make use of the Governments New Homes Bonus to increase the number of empty homes brought back into use in the borough and use as emergency housing through the Council's Grants and Nominations Scheme (Gans - short term housing scheme)	✓	✓	✓	✓	✓		Head of PSH & Accommodation Services Ptnrs: empty home owners Council tax team paradigm Housing	New Homes Bonus
2.6	Implement the DCLG Homelessness Private Rented Sector Investment Project for increasing the supply of private rented homes for Enfield's homeless households	✓						AD Strategy and Resources HHASC Estate Agents DCLG	Existing Resources Project Budget
2.7	Ensure Private rented sector homes used to discharge the council's main housing duty into the PRS sector meet the Housing Health and Safety Rating System (HSRS) standards	✓	✓	✓	✓	✓		Head of PSH & Accommodation Services Envirocrime <u>Partners:</u> Landlords & agents	Existing Resources
2.8	Consider options available to the Council to improve standards of tenancy management arising from a growth in the private rented sector.	✓	✓					Head of PSH & Accommodation Services Envirocrime Partners: Landlords & agents	

Ref	<u>Actions</u>	2014	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	Lead organisation / officer Key Partner(s)	Resources

Ambition 3: Provide the relevant support to enable households with assessed support needs to live independently in their own home

Key Outcomes

1. 95% of clients receiving Housing Related Support funded services are satisfied with the service provided to enable them to live independently¹¹
2. Ensure annual quotas are set and delivered for social housing resources to be prioritised to house vulnerable homeless households who are not able to help themselves
3. Safeguard vulnerable people from abuse and harassment by working with partners to support survivors with their housing needs
4. All staff who deal with clients with support needs have received mandatory safeguarding training

Ref	<u>Actions</u>	2014	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	Lead organisation / officer Key Partner(s)	Resources
3.1	Implement Enfield's Domestic Violence Protocol by Jan 2014 to prevent the homelessness of social rented tenants who are victims of domestic violence. Make best use of the NLSR DV reciprocal agreement	✓							Head of Strategy, IT & Business Support Ptnrs: Community Safety Team Enfield Homes Registered Providers Children & Families Voluntary Sector NLSR partners	Existing Resources

¹¹ Target supplied by Procurement and Contracting Team

Ref	Actions	2014 - 2013	2015 - 2014	2016 - 2015	2017 - 2016	2018 - 2017	Lead organisation / officer Key Partner(s)	Resources
3.2	Ensure Enfield's Allocations Scheme provides pathways for households at risk of homelessness with assessed support needs - monitor and keep under review demand, outcomes from Housing Panels for allocations arising from those with learning difficulties, mental health, physical disabilities, leaving care to monitor allocation quotas	✓	✓	✓	✓	✓	Head of Housing Options and Advice Enfield Homes Registered Providers Adult Social Care	Existing resources Council properties Registered provider properties
3.3	Keep under review the demand for appropriate Housing Related Support (accommodation based and floating support services) in Enfield for homeless households with assessed care and support needs and commission or decommission services as required	✓	✓	✓	✓	✓	Head of Housing Related Support Pauline Kettless Ptnr: Adult Social care CHS Enfield Homes Registered Providers Private Sector Care Providers	Housing Related Support Funding North London sub-regional funding sources
3.4	Deliver Enfield's Disabled Facilities Grants and Care & Repair funding to enable those with care and support needs to remain living independently in their own homes	✓	✓	✓	✓	✓	Head of PSH & Accommodation Services Ptnr: Adult Social Care GP's / Health partners Private Landlords Private Building Contractors	Government DFG's

Ref	<u>Actions</u>	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	Lead organisation / officer Key Partner(s)	Resources
3.5	Ensure Providers of Housing Related Support meet their contractual obligations 'to move on households who have had their housing and support needs met and no longer need Enfield's supported housing schemes		✓					Head of Procurement and Contracting Ptnrs: CHS Private Care Contractors Landlords / Agents Voluntary Sector	Existing Resources
3.6	Review the use of the Governments NOTIFY system in Enfield for tracking the movement of homeless households placed in or moving between or leaving emergency housing in London boroughs.	✓	✓					Head of Housing Strategy IT and Business Support Children and Families Education	Existing Resources

Ambition 4: Provide an Excellent Standard of Customer Service

Key Outcomes

1. Deliver Customer satisfaction targets in line with customer service standards
2. Customer service standard targets are set and delivered
3. 95% of recipients receiving DFGs have improved their ability to manage in their own home and live independently

Ref	<u>Actions</u>	2014 - 2014	2013 - 2015	2014 - 2016	2015 - 2017	2016 - 2018	2017 - 2018	Lead organisation / officer Key Partner(s)	Resources
4.1	Develop Services Standards for delivering Housing Options and Advice Services and review annually	✓						Head of Housing Option & Advice	Existing Resources
4.2	Develop a Service level Agreement (SLA) between CHS and the main OSC for delivering Housing Options and Advice services and monitored annually	✓						All CHS Heads of Service	Existing Resources
4.3	Ensure the housing web pages on the Council's website have a rolling programme of review and updating and customer are involved in reviewing the content and navigation for quality and access		✓	✓	✓	✓		All CHS Heads of Service	Existing Resources
4.4	Develop customer engagement and involvement model for shaping Housing Options and Advice services		✓					All CHS Heads of Service	Existing Resources
4.5	Improve access to HOAS for preventing homelessness by Implementing an on line Housing Options Checker and Housing Application Form	✓						All CHS Heads of Service	Existing Resources
4.6	Produce a manual of clear written work processes, work instructions and procedures for Housing Options and		✓					Head of Housing Option & Advice	Existing Resources

Ref	<u>Actions</u>	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	Lead organisation / officer Key Partner(s)	Resources
	Advice services post implementation of the new Service model for community Housing Services								
4.7	Provide Customer Services training for all Operational staff providing Housing Options and Advice Services on a rolling programme - No.s staff trained annually	✓	✓	✓	✓	✓			
4.8	EQIAs	✓	✓	✓	✓	✓			

Ambition 5: Make best use of Council money and other resources

Key Outcomes

1. 100% take up of Enfield's online, housing options and advice service.
2. Reduce the gross unit cost of the provision of nightly paid and B&B accommodation provided to homeless households by 5%. (From a baseline cost as at year end 12/13)
3. Monthly targets are met to ensure the steady reduction in housing options and advice caseload numbers from a baseline figure of 181 at 12/13

Ref	<u>Actions</u>	2014 - 2013	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	Lead organisation / officer Key Partner(s)	Resources
5.1	Implement a new Customer Service model for Community Housing Services in support of the Council's Customer First Programme and keep under review via CHS Operations Board	✓	✓				Sally McTernan	Existing Resources Pro-gramme budget
5.2	Explore all opportunities for partnership working and pooling resources to deliver Homelessness Services	✓	✓	✓	✓	✓	All CHS Heads of Service	Existing Resources
5.3	Lobby and bid for financial resources from all sources to prevent and address homelessness in Enfield (DCLG, NLSR, private, voluntary and private sector)	✓	✓	✓	✓	✓	Head of Housing Strategy IT Business Support	Existing Resources
5.4	Keep under review the impacts, costs and benefits of homelessness prevention services	✓	✓	✓	✓	✓	Head of Housing Options and Advice	Existing Resources
5.5	Keep under review the cost Enfield's emergency accommodation portfolio and act to mitigate any negative the impact on budgets via Council Budget Monitoring mechanisms.	✓	✓	✓	✓	✓	Head of PSH & Accommodation Services	Existing Resources

Ref	<u>Actions</u>	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	Lead organisation / officer Key Partner(s)	Resources
5.6	Keep under review the impact of DFGs financial regime changes in 2015		✓				Head of PSH & Accommodation Services	Existing Resources

