



OUR FUTURE

# LGA Temporary Accommodation Event

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# Strategy for reducing numbers in emergency accommodation

Our strategy involves 3 stages of intervention:

1. Preventing homelessness so that people do not enter the temporary accommodation system in the first place
2. Moving households to less expensive alternative types of temporary accommodation
3. Ensuring that long standing households are moved out of temporary accommodation

## What we found

- Numbers increasing, predicted £5m overspend
- Process focussed
- What was the outcome – clear on one hand
- Yes or no
- Lack of accountability
- Revolving door
- Little consideration of consequence

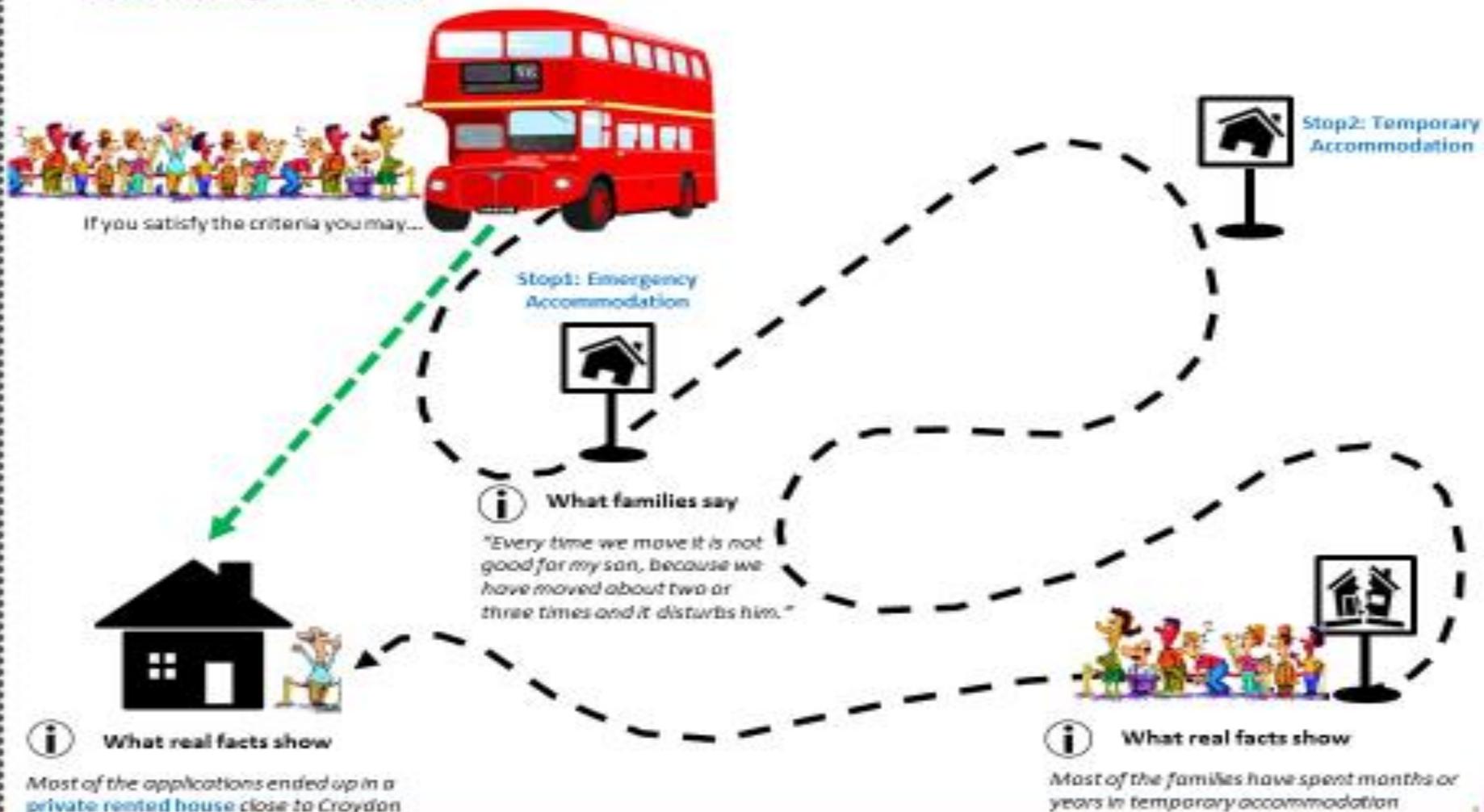
## What we did

- Mapped the customer journey
- Understood who was involved
- Worked with customers
- Offered choice and support
- Agreed outcomes
- Identified weaknesses
- Co-designed
- Trained and empowered

## How?

- Even if we believe that people think Croydon will house them
- Even if people think they are entitled to Council housing in the long run.
- We don't need to persuade people otherwise, we just need to make the alternatives easier by:
  - ✓ Reframing first contact – what do you want to do?
  - ✓ New scripts – avoid duty, law, and be honest
  - ✓ Talk about looking for a new home – have a reward in mind
  - ✓ Explaining things clearly- agree action plan.

## What are your roads?



# Redesigning the homelessness journey

Current Journey

- Focus on immediacy of being homeless, if not immediate
- Assessment of Home Need
- Since Gateway provide budgeting support
- Handoff Benefit to be assessed
- Assessment of Home Need
- Flag customers who could benefit from pathway to work

• Customer approaches

Triage

Appointment

Placed in EA / TA

Homeless Assessment

Duty exists

In longer term accommodation

Council stock

Collection of council tax

Collection of rent

6 - 8 weeks

Stay at home

Find alternative accommodation

Gateway Approach

• Review household, known to other services, any debts, household composition, benefits received and presenting issue.

• For selected customers, pro-actively contact to set expectations clearly, set up options, action plan on budgeting, income, debt and identify work opportunity

• Case work customer through action plan and review progress

• Support customers through income changes

• Support customers through income changes

• Use data analytics to review customer after 3, 6 months

Signpost

Signpost

Determine if discretionary funding should be used to incentivise customer action plan

Discretionary Funds

3<sup>rd</sup> sector

Financially Smart

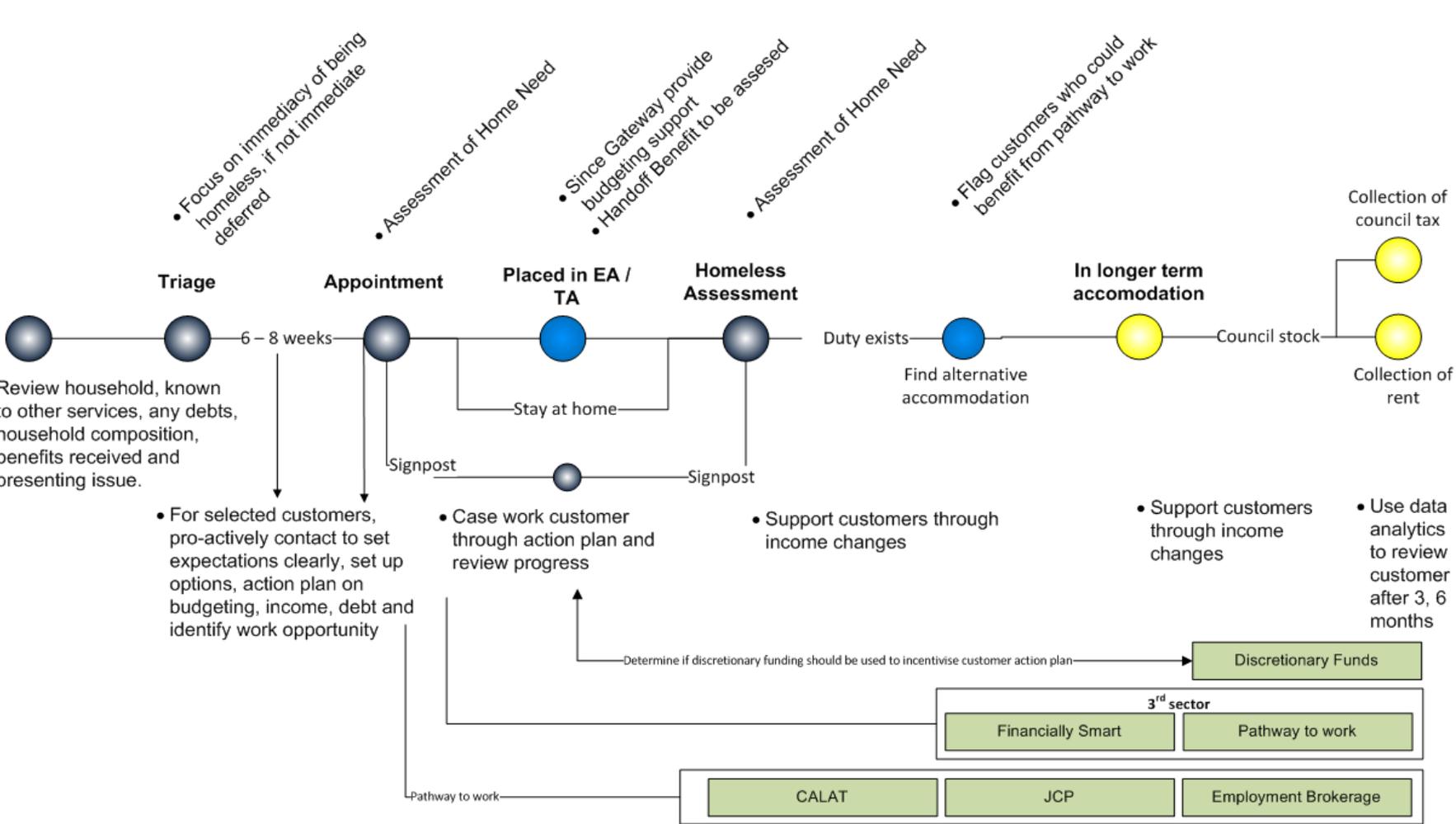
Pathway to work

Pathway to work

CALAT

JCP

Employment Brokerage



# How will we manage demand

Turn off the flow into TA

BY

- Preventing homelessness
- Sustaining tenancies
- Placement in suitable private sector accommodation
- Helping households to help themselves using behavioural insights- to find work and affordable housing

Into system

Finding cheaper forms of temporary accommodation (for those in TA)

BY

- Purchase property
- Modular homes
- Benchmarking costs with Las
- Keeping affordable leased properties
- Procure more direct lets
- Regular occupancy checking

Out of system

Moving people out of temporary accommodation

BY

- Making timely but robust decisions
- Dealing promptly with arrears
- Moves out into the private sector
- Moves out into social housing
- Helping people to help themselves – to find work and affordable housing

# Temporary Accommodation achievements

- £30m investment in Real Lettings in last 2 years – 169 units in PRS for discharge of duty
- £15m further investment for 46 more units – GLA supported
- Property Purchase Scheme – 100 units purchased in last two years
- 3 x Office to Resident conversions – 10 year leases 230 units alternative to B&B
- Private company to purchase 400 units in PRS in 3 years- increasing the number of private sector lettings to discharge our duty

## Outcomes

- In November 2016 we delivered a holistic service that empowers customers and staff – including welfare, housing need, supply, income collection and assessment
- Already reduced cases over 6 weeks by 30%
- Reducing the forecast overspend for this year by £2m From November 2015 we have prevented 26% of cases from making an application
- Developed Personal budgeting support for 1100 customers on Universal Credit
- Homeless under investigation caseload reduced from 600 to 215
- Supported 590 households with rent in advance, an increase 54% on the previous year
- Assisted 1501 households with DHP to remain in their home
- Dealt with 1618 homeless applications, compared to 1869 the year before
- Assisted 350 residents into work, compared to 318 the year before

Questions?