

HOMELESSNESS STRATEGY DELIVERY PLAN 2024-2029**KEY THEMES**

<i>PRIORITY 1</i>	LISTEN TO OUR RESIDENTS AND PROVIDE GOOD AND RESPONSIVE SERVICES
<i>PRIORITY 2</i>	ACT AT THE EARLIEST STAGE TO PREVENT HOMELESSNESS FROM OCCURRING
<i>PRIORITY 3</i>	REDUCE THE RELIANCE ON THE USE OF TEMPORARY ACCOMMODATION
<i>PRIORITY 4</i>	REDUCE THE NUMBERS OF PEOPLE WHO ARE ROUGH SLEEPING IN CROYDON
<i>PRIORITY 5</i>	MANAGE STOCK AND FACILITATE AFFORDABLE, PRIVATE RENTED AND SOCIAL HOUSING
<i>PRIORITY 6</i>	REINSTATE PARTNERSHIPS WITH THE VOLUNTARY AND STATUTORY SECTOR AND DELIVER A MORE INTEGRATED APPROACH TO TACKLING HOMELESSNESS

Action	Detail	Lead(s)	Timeframe	Comments /Status	RAG
PRIORITY 1: LISTEN TO OUR RESIDENTS AND PROVIDE GOOD AND RESPONSIVE SERVICES					
1.1 Housing Need Service Structure	Complete and embed the Housing Needs Service structure including appointment to key posts	Director of Homelessness prevention & Accommodation	Dec 2024		
1.2 Service standards	Develop and agree customer standards for service users	Housing Solutions Transformation Lead	Mar 2026		
	Ensure people living in temporary accommodation are regularly updated with regards to their housing situation	Head of Temporary Accommodation & Support	Mar 2026		
	Review the quality and consistency of the advice offer – improve access to information and services for those threatened with homelessness in Croydon	Heads of Service – Housing Needs	Sept 2026		
	Provide service information to Community hubs and key partners	Head of Communications	Dec 2026		
1.3 Data quality and performance management	Complete data cleansing and submit timely and accurate homelessness, rough sleeping & temporary accommodation government returns	Heads of Service – Housing Needs	Sept 2024		

	Full adoption and use of the NEC I.T system to ensure accurate data and performance reporting	Director of Homelessness prevention & Accommodation	Sept 2024		
	Develop and implement key performance indicators and a performance management culture	Director of Homelessness prevention & Accommodation	Sept 2024		
	Provide benchmark information to assess effectiveness of service delivery	Heads of Service – Housing Needs	Mar 2026		
1.4 Staff training	Develop and deliver a comprehensive training programme to cover customer service, legal, technical, personal effectiveness, interpersonal and systems.	Housing Solutions Transformation Lead	Mar 2025		
1.5 Ensure equitable service provision	Carry out regular equality impact assessment to identify areas of service improvement	Change Manager	Mar 2026		
1.6 Extend the principles of the Residents Charter to all service users irrespective of tenure	Develop a pilot engagement forum with residents in temporary accommodation (Concord and Windsor Hostel and Gilroy Court)	Head of Service – Temporary Accommodation & Support	Dec 2024		
	Extend and implement an engagement forum to all residents living in other forms of temporary accommodation	Change Manager	June 2026		
PRIORITY 2: ACT AT THE EARLIEST STAGE TO PREVENT HOMELESSNESS FROM OCCURRING					

2.1 Streamline internal processes to resolve potential homelessness as early as possible	Review the online customer form to improve accessibility Expedite allocation and action of cases	Homeless Intervention & Prevention Manager	Sept 2024		
2.2. Move prevention upstream	Explore the use of data analytics to understand which cohorts of people are most at risk of homelessness including sofa surfing and potential street homelessness	Housing Solutions Transformation Lead	Mar 2025		
2.3 Develop plans for focused activity to address three most prevalent causes of homelessness <ul style="list-style-type: none"> • Private sector evictions • Family and friend evictions • Domestic abuse 	Consider how the advice offer in relation to the top three causes of homelessness can be strengthened and to enable greater resilience against homelessness. To include rights and signposting available help.	Head of Homelessness & Allocations	Dec 2025		
	Fully utilise new case level data to understand patterns of homelessness and potential for interventions in relation to these three groups.	Head of Homelessness & Allocations	Dec 2025		
2.4 Review and enhance working arrangements concerned with preventing homelessness	Deliver Joint Housing/Social Care protocol for Care Leavers and review the local transitions offer	Head of Homelessness & Allocations	Dec 2024		
	Review implementation of the 16-17 year old protocol to ensure	Head of Homelessness & Allocations	Mar 2025		

amongst vulnerable groups	they receive a joint assessment with Children Services				
	Review referral arrangements between Housing and Family Justice Centre	Head of Homelessness & Allocations	Mar 2025		
	Develop protocol with hospital and review referral arrangements between Housing and South London and Maudsley Hospital Trust.	Head of Homelessness & Allocations	Apr 2025		
	Review pathways and consider specialist support for homeless people with dual diagnosis of substance misuse and poor mental health	Head of Homelessness & Allocations	Dec 2025		
PRIORITY 3: REDUCE THE RELIANCE ON THE USE OF TEMPORARY ACCOMMODATION					
3.1 Good quality temporary accommodation	Deliver the benefits of the dynamic purchasing system for procuring nightly paid temporary housing	Head of Temporary Accommodation & Support	Dec 2025		
3.2 Temporary Accommodation Placements Policy	Develop and agree a Temporary Accommodation Placements Policy which sets out the Council's approach in placing homeless households in various locations	Change Manager and Head of Temporary Accommodation & Support	Mar 2026		
3.3 Ensure supported housing provides a basis for an individual to recover from	Complete review of supported housing accommodation as part of the re-commissioning process.	Housing Solutions Transformation Lead	Dec 2025		

homelessness, with the pathways to move into independent accommodation where appropriate					
	Develop clear standards and expectations in terms of move on from supported accommodation.	Homeless Support Manager & Housing Benefit Manager	Apr 2026		
3.4 Use influence as far as possible to reduce competition for private rented housing from other organisations	Challenge the acquisition of accommodation in Croydon used as temporary or settled accommodation by other boroughs.	Head of Temporary Accommodation & Support	Ongoing		
PRIORITY 4: REDUCE THE NUMBERS OF PEOPLE WHO ARE ROUGH SLEEPING IN CROYDON.					
4.1 Provide support to assist rough sleepers	Regular meetings with the organisations delivering contracts/services funded through Rough Sleeping Initiative Grant to improve performance.	Rough Sleeping Co-ordinator	Quarterly		
	Re-tender service contracts funded through Rough Sleeping Initiative Grant	Rough Sleeping Co-ordinator	April 2025		
	Maintain performance on 'No second night out' – currently at 80%	Rough Sleeping Co-ordinator	Ongoing		

	Produce annual 'Ending Rough Sleeping Plan' from 24/25 targeting DLUHC priorities a) New Rough Sleepers b) Long standing Rough Sleepers c) Returners to rough sleeping.	Rough Sleeping Co-ordinator	Ongoing 2024/5 due 30/4/24		
	Identify and provide warm space of emergency shelter provision during cold weather	Rough Sleeping Co-ordinator	Oct 2024		
	Carry out annual rough sleeping count	Rough Sleeping Co-ordinator	Annually		
4.2 Assist rough sleepers or those at risk of sleeping rough to access the private rental market	Develop more comprehensive move-on routes for rough sleepers into longer term accommodation – making full use of private rented accommodation	Rough Sleeping Co-ordinator	Mar 2026		
4.3 Develop strategies to prevent a cycle of homelessness amongst the 15% of Rough Sleepers who refuse accommodation	Explore options to provide mental health support to rough sleepers	Public Health & Rough Sleeping Co-ordinator	Mar 2025		
	Work with Safer Street Partnership in reducing anti-social behaviour among some rough sleepers	Community Safety & Rough Sleeping Co-ordinator	Ongoing		
	Agree protocols for how and when enforcement action regarding rough sleeping may be used	Community Safety & Homeless Support Manager	Dec 2025		

4.4 Enhance subregional partnership services	Develop joint funding bids and initiatives to improve services to people sleeping rough.	Homeless Support Manager	Ongoing		
PRIORITY 5: MANAGE STOCK AND FACILITATE AFFORDABLE, PRIVATE RENTED AND SOCIAL HOUSING					
5.1 Supplying new homes	Achieve London Mayoral targets 2019 to 2028 - 2,079 per year /20,790 over 10 years	Planning	2019		
	Maximise affordable homes above 16%- 22/23 figures.	Housing /Planning	2019		
5.2 Supply new affordable and social housing for Croydon residents	Regeneration of Regina Road.	Housing Regeneration Lead	First completions in March 2027		
	Develop a Regeneration and New Homes Policy	Housing Regeneration Lead	Mar 2025		
	Prepare a New Build programme post Regina Road.	Housing Regeneration Lead	Oct 2026		
	RTB buyback scheme	Housing Regeneration Lead	To be agreed		
	Review/Option Appraisal of Sheltered Accommodation	Change Manager and Housing Regeneration Lead	October 2025		
5.3 Make best use of existing social rented housing	Review and agree a revised Housing Allocations Scheme	Change Manager and Head of Homelessness & Allocations	December 2026		

	Carry out tenancy audits of Social and Temporary Housing and increase recovery action against fraud – 10% of council and 100% of temporary tenancies	Head of Tenancy Management & Head of Temporary Accommodation & Support	Annually		
	Promote incentives to encourage the release of under-occupied social housing stock	Housing Register & Allocations Manager	April 2025		
	Continue to reduce the number of vacant properties in Council Housing Stock	Director of Housing	Ongoing		
5.4 Drive up property and management standards in the private rented sector	Use landlord forum and other communications to promote good practice	Private Sector Housing Manager	3 times a year		
	Carry out stock inspection of 1,000 PSL properties	Private Sector Housing Manager	Sept 2024		
	Consider options for selective licensing of PSL	Private Sector Housing Manager	To be agreed		
	Provide advice to private rented sector residents in unsafe accommodation	Private Sector Housing Manager	Ongoing		
PRIORITY 6: REINSTATE PARTNERSHIPS WITH THE VOLUNTARY AND STATUTORY SECTOR AND DELIVER A MORE INTEGRATED APPROACH TO TACKLING HOMELESSNESS.					

6.1 Statutory and voluntary partnership	Restore borough wide liaison/communication with the Voluntary Sector	Housing Solutions Transformation Lead	To be agreed with Partners Oct/Dec 2024		
	Increase joint working between partners including consideration of co- location between Council and Voluntary Sector staff	Housing Solutions Transformation Lead	To be agreed with Partners - 2025/26		
6.2 Produce and update partnership resources	Compile and keep up to date information regarding the organisations and services relating to homelessness in Croydon, including contact details and referral routes	Homelessness Forum Group	July 2025		
6.3 Partnership with Housing Association	Set up a Housing Association Group liaison group	Change Manager and Housing Regeneration Lead	April 2024		
6.4 Private Sector	Establish a Private Renters' Forum and development of a Charter for Private Renters.	Head of Private Sector Team	April 2025		