

Homelessness Prevention Strategy 2018 - 2023

DRAFT

INTRODUCTION

Slough is in East Berkshire on the western edge of London lying approximately 20 miles from central London. Nearby towns include Windsor to the south, Maidenhead to the west, Beaconsfield to the north and Uxbridge to the northeast. Over the years Slough's population has expanded greatly, incorporating a number of different villages. Hundreds of major national and international companies have sited in Slough Trading Estate over the years, with its proximity to London Heathrow Airport and good motorway connections being attractive. Slough has excellent transport links both road and rail to both central London and other parts of the country. Slough according to the 2014 mid year estimates of 2011 census, is home to some 144, 800 people. 65% of the population are aged between 16 - 65. The borough is made up of a significantly younger than average population compared to any of the south east local authorities. 39.2% of all households contain dependent children - this is the third highest proportion across England and Wales. The population has continued to increase with the result of net migration as shown in the 2011 census figures with over one fifth of the population coming into the UK between 2001 and 2011; Slough continues to attract high levels of refugees and asylum seekers. Since 2010 there has been a slight shift towards greater deprivation in Slough relative to the rest of England, in relation to services including barriers to housing and services. In the census of 2011, 18.7% of dwellings in Slough were owned outright by inhabitants: 34.0% were purchased on a mortgage, 1.4% were on shared ownership schemes, 20.6% were social rented (13.1% from the Council, 7.5% from other social landlords, e.g. housing associations), and 24.3% of dwellings were privately rented, and 1.0%¹ were living rent free. The close proximity to London has meant that London boroughs are also looking to discharge their own homelessness duty in Slough where they can access cheaper rents and afford to pay incentives to private landlords whilst still making savings in comparison to (their) local housing costs. As a consequence, the Council is struggling to match these offers and to secure private rented accommodation for households to whom they have a duty to house. This is in a climate where Private rented housing makes up 24% of housing in Slough, compared to 16.3%² in the south east. Slough like most regions has unique problems and as stated in the Slough 5 year plan (2018 -2023) Outcome 4 Slough is experiencing a growth in its population which, combined with the geographically small size of the borough, has put significant pressure on our housing supply.

The Council helped prevent 1196 households from becoming homeless between 2012 to 2017. The Strategic Housing teams used a range of tools to prevent these households from losing their settled accommodation.

Slough has also carried out homelessness relief where help to secure accommodation was provided even though the authority was under no statutory obligation to do so. The

¹ Table KS402EW, 2011 Census: Tenure, local authorities in England and Wales

² Table KS402EW, 2011 Census: Tenure, local authorities in England and Wales

number of rough sleepers in the borough has increased significantly over the past five years.

As Part of the commitment made in the Slough 5 year plan 2018 - 2023, 'to improve our services to homeless people and work to prevent homelessness' The Council has developed this Strategy to identify long term solutions for affected residents.

The council is currently developing a rough sleeping action plan as a supplementary document. This will look at comprehensive multi agency solutions to the issues of rough sleeping in Slough. There is an agreed community drive to resolve the issue of rough sleeping and single household homelessness' which is the most visible face of homelessness. Slough Borough Council secured funding from the Ministry of Housing Communities and Local Government (MHCLG) to create a specialist outreach service to coordinate the local rough sleeping reduction drive.

The Council has continued to improve the options available to residents threatened with homelessness despite the increase in numbers requesting homeless assistance.

As Part of the commitment made in the Slough 5 year plan 2018 - 2023, 'to improve our services to homeless people and work to prevent homelessness' The Council has developed this Strategy to identify long term solutions for affected residents.

The Homelessness Act 2002 requires that Local Authorities publish a Homelessness Strategy at least every 5 years. All local authorities in England are also by law required to carry out a homelessness review for their district; formulate and publish a homelessness strategy based on the results of that review. This involves consulting with statutory and voluntary partners.

(s.1 Homelessness Act 2002 – <http://www.legislation.gov.uk/ukpga/2002/7/section/1>)

Consultation

We would like to thank the various partners, service users and members of the public who have worked with us by contributing to the development of this strategy. We would particularly like to thank the members of the Slough Homeless Forum for their contribution in identifying the gaps in service provision.

As the strategy was developed with extensive input from partners, Slough Borough Council will monitor the delivery in line with the action plan . This will make it easier to review and amend the document to reflect local and national changes. The council will review the document periodically in line with section 1(1) of the 2002 Housing Act, to ensure the document is relevant. The implementation of the strategy will be regularly reported to Members and key stakeholder.

This document is divided into two parts:

Part 1:

The Homeless Review looks at both the national and local picture; it contains information on homelessness in the borough and looks at our current and future challenges. Slough Borough Council is setting out in the review document an assessment of the support, assistance and advice available to homeless and potentially homeless people in the borough. This also involves an input from partners. The outcome of the review of the various forms of homelessness in the borough, will assist the council to develop a strategy which aims to look at facilitating greater integration in the provision of homelessness prevention services.

Part 2: The Homelessness Strategy gives an overview of our existing services and the initiatives we have in place to prevent homelessness. It then outlines the risks, challenges and opportunities ahead. This section sets out the priorities and objectives that will guide the council's homelessness service.

This is one of a number of strategies Slough Borough Council has in place to support the delivery of suitable affordable housing. This is a period of significant ongoing change in the delivery of housing services by the local authority, with the continued welfare benefits changes and the introduction and implementation of the Homelessness Reduction Act which was introduced in April 2018.

PART 1 – Homelessness Review

The causes of homelessness are complex, with rarely one single trigger; there are often a combination of reasons why people come to face the prospect of homelessness.

In order to develop services which provide effective resolution to individual and families facing the prospect of homelessness, it is necessary to understand the interplay between various factors, which can render a person homeless.

These can be categorised as relating to:

- (i) Individual circumstances
- (ii) Relationships
- (iii) Social policies – National and Local

National Trends

The national homeless population has changed significantly since the start of the current economic cycle.

Over the past few years, there has been a steady increase nationally, both in the number of households who approached their local authority for homeless assistance and in those subsequently accepted as homeless. There has been a corresponding increase in rough sleeping nationally. **The number of housing need decisions made annually by local authorities has gone from 108,720 in 2011/12 to 115,550 in 2016/17. There was an increase from 43% in 2011/12 to 51% in 2016/17 of households considered to be in priority need.**

To address this growing problem the government's latest national housing strategy "**Fixing our Broken Housing Market**" has set out a clear commitment to tackling homelessness. The approach taken will be to help households currently priced out of the housing market, support people potentially at risk before they reach crisis point, and reduce the number of rough sleepers on the nation's streets. The paper proposes some significant changes which are likely to change the way Local Authorities meet housing need in the future. These changes include:

- Encouraging Registered Providers and Local Authorities to build more homes
- Widening the definition of affordable housing to include starter homes, intermediate rent, discounted housing and rent-to-buy
- A greater focus for Local Authorities to do more to prevent homelessness
- Making renting in the private sector fairer for households.

Welfare Reforms

There are increasing pressures on low income households following social welfare changes affecting incomes and limiting the amounts of benefits payable towards housing. The most significant in recent years include

- **Local Housing Allowance (LHA)**, the reduction and limiting of the LHA caps have had significant effects. The current LHA freeze means that most private renters who need their income topped up by housing benefit will face a monthly shortfall between the actual cost of their rent, and the support available. Between January 2011 and January 2017, private rental prices in Great Britain increased by 14.3%, strongly driven by the growth in private rental prices within London. When London is excluded, private rental prices increased by 10.1% over the same period.³
- **Benefit Cap** limiting the maximum benefit that can be claimed per week, is constantly reviewed and adversely affects how much can be paid towards rent via housing benefits.

³ <https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/indexofprivatehousingrentalprices/jan2017>

-
- **Universal credit** is the new streamlined payment which rolls most of the benefits residents receive into a single payment to clients rather than to landlords.

Localism Act 2011

This act altered profoundly the way local housing authorities deal with homeless households. It ushered in a range of significant changes to national social housing policy including minimising the role central government plays in housing decisions. The policy's objective is to enable local authorities to better manage both housing demand and access to housing within their areas. The Main changes brought in by the Localism Act include:

- Social housing reform - giving individual landlords new powers to grant tenancies for a fixed term, should they choose to do so;
- Allocations reform – giving councils greater authority over who they admit to waiting lists for social housing in their area;
- Powers granting local authorities the power to discharge their duties to homeless people by placing them into the private rented sector;
- The introduction of a national home-swap scheme in the 1985 Housing Act to enable greater tenant mobility across the social housing sector;

The Deregulation Act 2015

Some of the measures introduced under the Deregulation Act 2015 were designed to increase the rights of Council and Private Tenants:

- Reduction in the minimum length of time before a Council Tenant acquires the Right to buy their home from 5 to 3 years
- Requirement for Private Sector Landlords to provide all new tenants with prescribed information about their rights and responsibilities, Energy Performance and Gas Safety certificates and requirement to protect all tenancy deposits in a Government approved redress scheme

The Housing and Planning Act 2016

There are several measures contained within this Act that have the potential to reduce affordable housing options for low income households:

- Extension of the Right-to-Buy to Registered Providers, potentially reducing the number of existing affordable and social rent homes
- The introduction of Starter Homes as a new affordable home ownership product, widening the definition of affordable housing and leading to the distribution of housing grant funding to home ownership products
- Mandatory use of fixed term tenancies for Local Authority homes, reducing the security of tenure for many low income households.
- A Pledge to ban Letting Agent Fees, which could lead to rental increase

The Homelessness Reduction Act 2017 (HRA)

Housing Authorities have a Statutory Duty under the Housing Act 1996 (as amended) to provide advice and assistance to all eligible homeless applicants and to secure that suitable accommodation becomes available for eligible applicants who are unintentionally homeless and have a priority need for accommodation. The (HRA) was subsequently introduced to strengthen and increase the duties owed to all eligible homeless applicants, including those who do not have a priority need for accommodation or who may be intentionally homeless. The following new duties have been introduced under the Act:

- Duty to assess the housing circumstances, housing needs and support needs of all eligible applicants who are homeless or at risk of becoming homeless within 56 days and agree the steps that need to be taken by the applicant or the authority to ensure that they can remain in their current accommodation or can secure and sustain suitable alternative accommodation
- Duty to assist all eligible applicants who are at risk of becoming homeless within the next 56 days to remain in their current accommodation or secure and sustain suitable alternative accommodation for a period of at least 6 months
- Duty to assist all eligible homeless persons to secure and sustain suitable accommodation for a period of at least 6 months
- Duty on specified public bodies to refer households who are homeless or threatened with homelessness to a housing authority.

Local Context

The Slough Housing Strategy (2016-2021) shows the council's commitment to use all the mechanisms available to create more processes to engage various partners to deliver better outcomes for homeless residents.

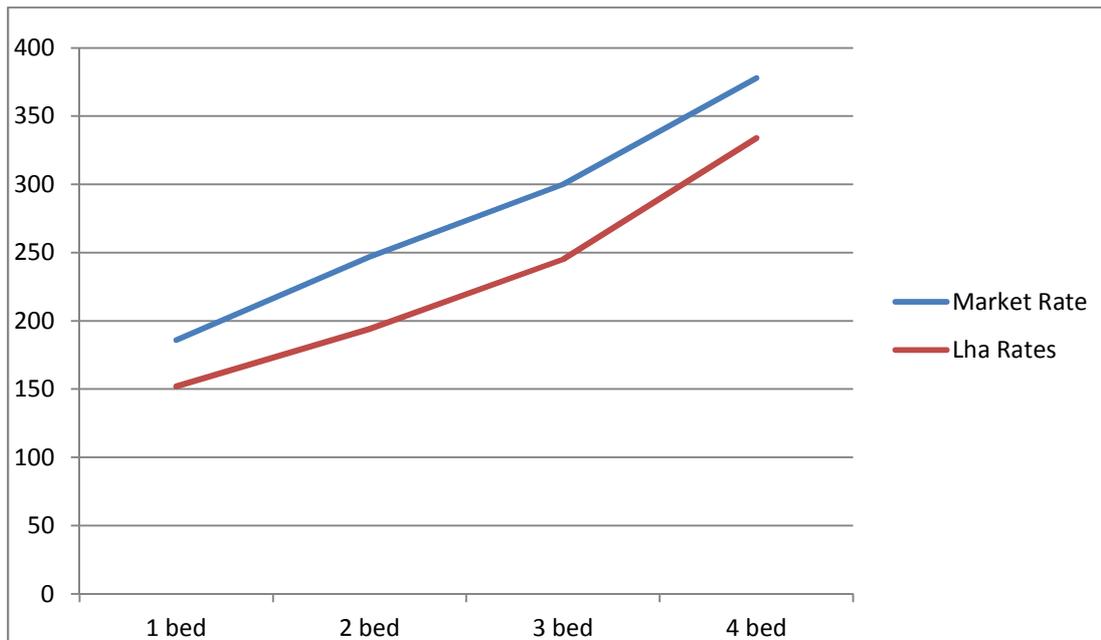
There are contrasting patterns of homelessness in different parts of the country. The South East, especially around the greater London region diverging from the midlands and the north by having ever increasing homeless numbers. Slough being on the borders of London and sharing London's transport, infrastructural, social and cultural issues has, experienced this divergence.

Between April and November 2017, Slough had over 1680 households approach the council for homeless advice and assistance. The number of households seeking assistance has continued to increase year on year. Between May 2016 (176) and May 2017 (224) There was an increase of over 27% of households approaching the council for housing advice and assistance.

The Local Housing Allowance (LHA), which sets the maximum amount of rent that can be covered by housing benefit for Private rented sector (PRS) properties, was set at the lowest 30% of the housing market rents. The gap between private sector rents and the

amount that LHA will cover continues to widen. The further welfare reforms have followed which were meant to reduce government spending and encourage households back to work have affected PRS supply and increased evictions.

Claimants' LHA entitlement is less likely to cover the full contractual rent due as real rents increases have overtaken the LHA for Slough. With the buoyant PRS in Slough, and the influx of London Boroughs paying increased incentives to access the private rented sector, there needs to be a measured strategy to resolve local homelessness.



Bed Size	Market Rate	LHA Rates	Shortfall
1 bed	186	152	34
2 bed	247	194	53
3 bed	300	245	55
4 bed	378	334	44

All rates are weekly

Figure 1

Market rent Vs LHA Rates in Slough as at March 20180 (market rent from zoopla.co.uk)

The shortfall is further exacerbated with welfare reforms which has led to reduction in other benefits, impacting negatively on the ability of households to access private rented accommodation.

Percentage of homeless decisions made that were agreed - Q2 2017/18

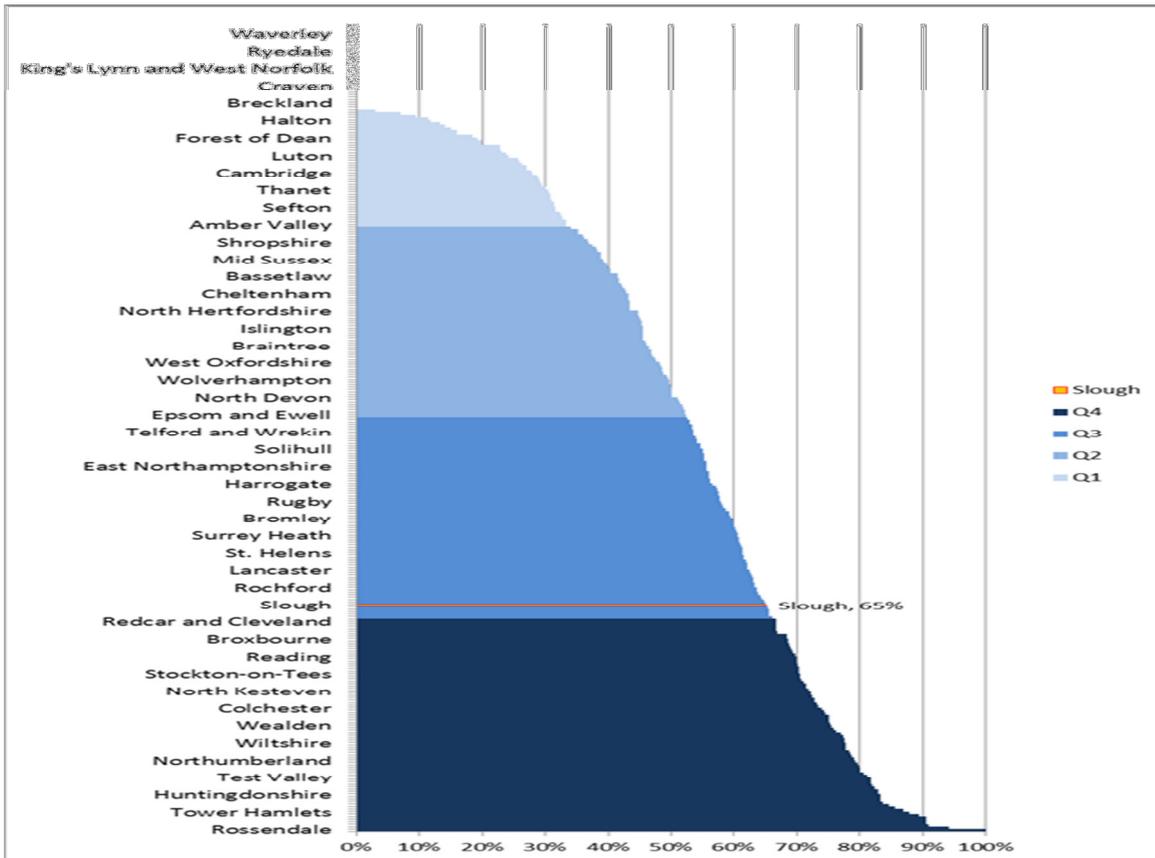


Figure 2

Number of households agreed as homeless (rate per 1000 households) - Q2 2017/18

Number agreed as homeless: Rate per 1,000										
Authority	2015-16				2016-17				2017-18	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Brent	1.51	1.53	1.93	1.46	1.66	1.40	0.87	1.12	1.51	1.43
Ealing	1.50	1.03	1.42	1.51	1.57	1.52	1.60	1.22	1.22	1.32
Greenwich	0.82	1.17	1.38	1.32	1.41	1.15	1.56	1.27	1.33	1.40
Hounslow	0.77	1.11	1.69	2.15	0.89	0.76	1.24	1.07	0.99	0.68
Luton	1.47	1.99	1.21	0.66	1.41	1.22	1.20	1.43	0.61	0.87
Redbridge	1.44	1.43	1.26	0.99	1.31	1.16	1.14	1.07	1.29	1.35
Slough	1.02	1.40	1.36	0.97	1.10	1.12	1.18	1.26	1.08	1.54

Figure 3

The tables above show that the number of households accepted as being homeless and in priority need in the south East Region against the London Average. The level of homeless acceptances in Slough is fairly reflective of the South East region as a whole. Slough had 506 homeless approaches in the 2017/18 financial year; There were 303 households accepted as homeless. For the same period there were 127 households

housed into social housing tenancies; with another 43 housed in the private sector (PSL).

Social Housing waiting times and numbers

Housing demand 2017-2018

(numbers on the register)

	Band A	Band B	Band C	Total
Over 50	7	39	95	141
1 Bed	7	328	450	785
2 Bed	5	452	356	813
3 Bed	4	332	264	600
4 Bed	2	94	60	156
5+ Bed	0	22	14	36
Total	25	1,267	1,239	2,531

Average waiting time 2017-2018

(by band in weeks)

	Band A	Band B	Band C	Homeless
Over 50	11	34	54	83
Over 50 2 Bed	no lets	8	65	410
Studio/ 1 Bed	55	154	no lets	64
2 Bed	85	221	no lets	68
3 Bed	80	331	no lets	79
4 Bed	87	451	no lets	231

Figure 4

The table on the left shows the numbers waiting in the various groups for social housing. The table on the right shows the average waiting times for social housing in weeks.

Social/Affordable rented Accommodation

Social housing lettings have been reduced both through re-lets and new build accommodation. Social landlords have highlighted increasing difficulty in gaining sites and anticipate lower levels of new build developments going forward as a result of recent changes in development and housing association finance frameworks.

Households Type and Composition agreed by household type - YTD 2017/18

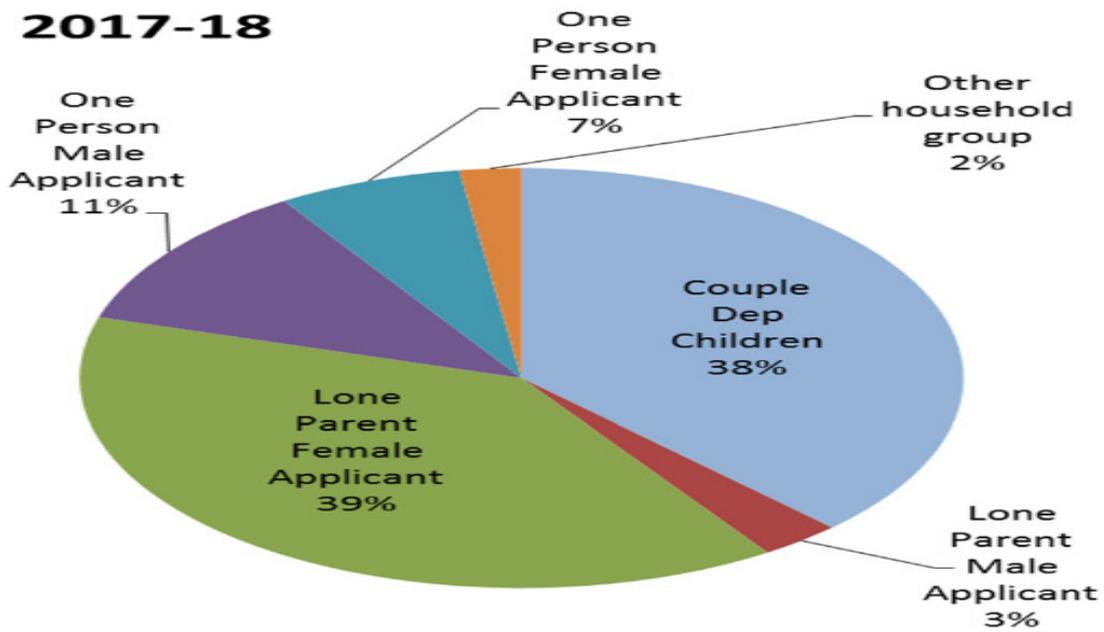


Figure 5

Families account for the majority of accepted homeless households. 80% of accepted homeless households have dependants. The biggest group was single Female parent households (39%).

Number of households agreed by age group - YTD 2017/18

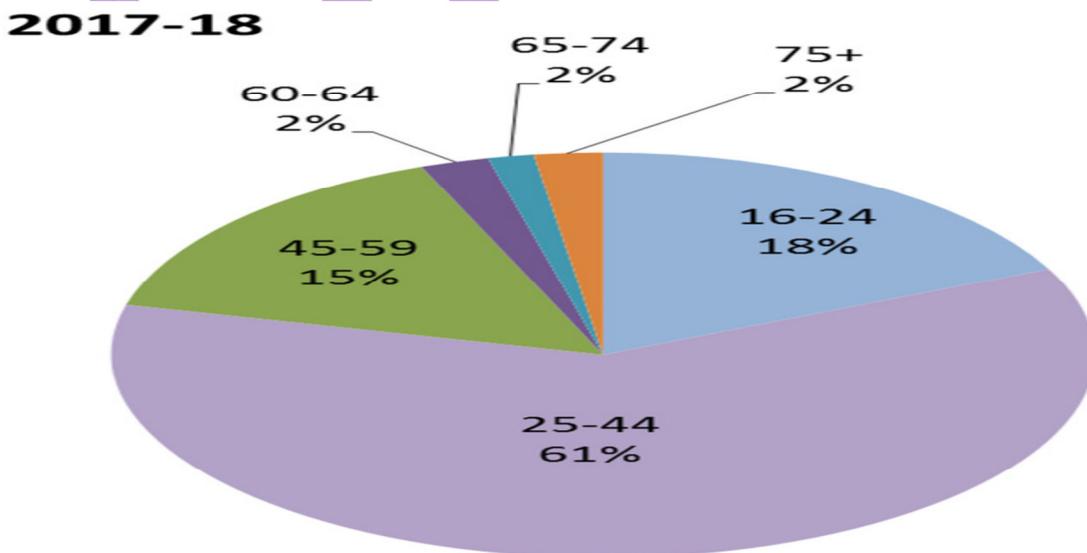


Figure 6

61% of accepted homeless households are aged between 25 and 44 years old. This is largely reflective of the main age range of housing benefit claimants in Slough.

Homeless acceptance by ethnicity 2016-17 by percentage

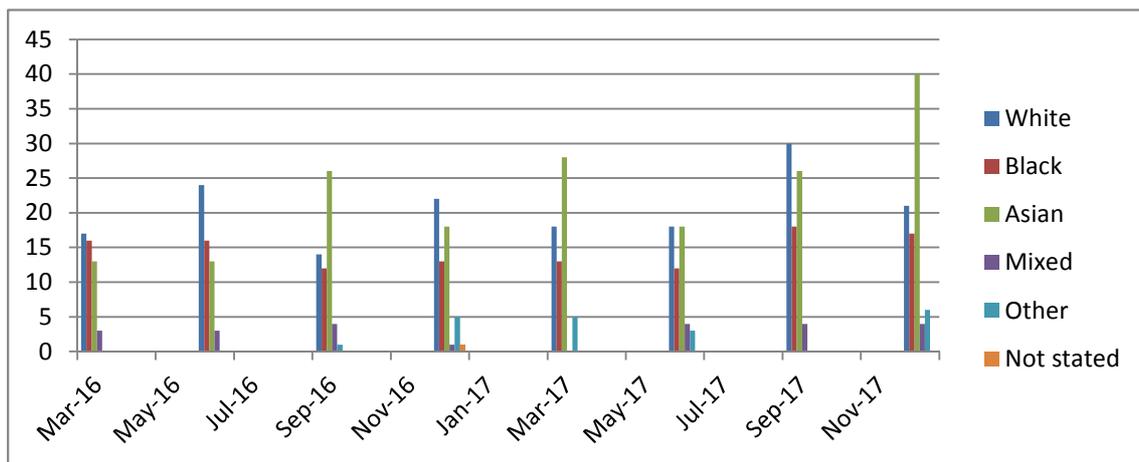


Figure 7

Over the past 4 years the proportion of homelessness acceptances from ethnic groups has increased, this is mainly accounted for by households who identify as Non White or Mixed. Since 2014/17 the number of Black and minority ethnic groups (BAME) being accepted as homeless and in priority need has considerably increased in the Asian Subgroup.⁴

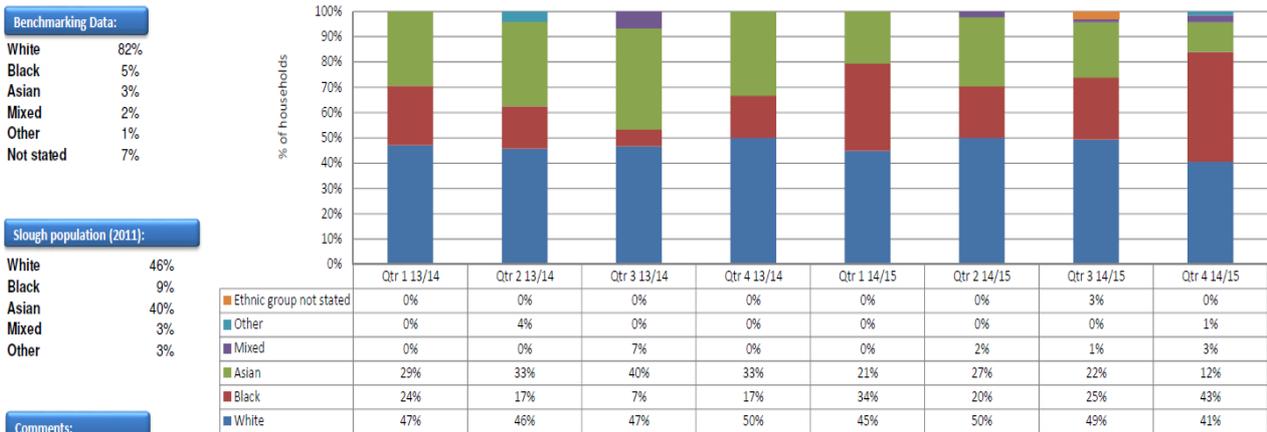
This is not confined to Slough and it is common for Black and minority ethnic groups (BAME) populations to be disproportionately homeless, both regionally and nationally. As of 2016/17 BAME made up 39% households accepted as homeless and in priority need nationally, but only 15% of the total population in England.

In quarter 4 of 2014-15, 41% of applicants accepted as being homeless and in priority need had a White ethnicity (28). There were 43% applicants with Black ethnicity and 12% with Asian ethnicity. This is in comparison to Slough's population; where there are 46% White, 9% Black and 40% Asian.

In comparison to the benchmarking figures, Slough had a relatively low proportion of White applicants and a relatively high proportion of Black and Asian applicants being accepted as being homeless and in priority need in quarter 4 of 2014-16, however in comparison to Slough's population, the proportion of White applications is similar.

⁴ MHCLG Slough P1E returns Q3 2017

2.1 Applicants accepted as being homeless and in priority need, by ethnicity



In quarter 4 of 2014-15, 41% of applicants accepted as being homeless and in priority need had a White ethnicity (28). There were 43% applicants with Black ethnicity and 12% with Asian ethnicity. This is in comparison to Slough's population; where there are 46% White, 9% Black and 40% Asian.

The percentage of White applicants has remained steady over the past 7 quarters (average of 47% across the quarters).

In comparison to the benchmarking figures, Slough had a relatively low proportion of White applicants and a relatively high proportion of Black and Asian applicants being accepted as being homeless and in priority need in quarter 4 of 2014-16, however in comparison to Slough's population, the proportion of White applications is similar.

Figure 8

The London Effect

Slough's location has made it the ideal location for London boroughs to exercise the right to place applicants outside their borders. The introduction of the Localism Act 2011 has had a significant impact on the way in which London boroughs deal with applications for social housing and homelessness applications under Parts 6 and 7 of the Housing Act 1996.

It has been long known that London boroughs have used these powers to discharge their housing duties outside of their respective boroughs. London boroughs were gearing up towards the change in the law in 2012, by creating a number of voluntary schemes backed by large incentive payments to landlords and customers to encourage the success of these schemes. Once the Localism Act in 2011 legitimised these schemes, London boroughs built on the connections made through the work previously conducted on voluntary schemes and sent households into Slough thereby further adversely affecting the supply of private sector homes; and at the same time increasing the demand from these homeless households when their tenancies expire.

Between September 2016 to August 2017 London boroughs placed 178 households in Slough.

Supporting Homeless Households in Slough

The three main groups to seek homeless assistance over the past five years were those losing long term settled accommodation due to -

-
- Loss of Private rented accommodation
 - Parental / relative eviction
 - Relationship breakdown/domestic violence.

The pathways in and out of homelessness are multi-faceted. In Slough it is important to support vulnerable groups by providing affordable and safe accommodation as it brings stability and security. The benefits of a clear pathway out of homelessness are endless as it provides a gateway to other services including health, employment and education. Suitable housing enhances social and community inclusion and provides the basis for family life. For those that are considered vulnerable, in poor housing or threatened with homelessness, this can escalate problems, or exacerbate an existing condition.

Housing Support

Housing provides wrap around support to vulnerable clients placed across all forms of temporary and permanent accommodation. The team works with local partners to empower clients to develop, gain or build upon the skills they already possess to sustain their tenancies. The team helps vulnerable clients by helping them gain access to employment training, build resilience and promoting independence. The team provides tenancy sustainment services to clients, helping them remain in their homes. This service works closely with both internal and external partners to ensure the residents have tailor-made support they need.

Tackling housing supply issues

This is a longer term goal which fits in with the Slough corporate 5 year strategy to improve affordable housing stock. This homeless policy will look at possible ways of using central government legislation and guidance to work with housing suppliers both in and outside of Slough to improve the supply of affordable homes.

Temporary Accommodation

The number of households in temporary accommodation (TA) has risen significantly in the past five years due to the marked decline in social housing lettings and a reduction in the supply of private sector accommodation that is affordable.

As of 31st March 2018, there were 404 households in temporary accommodation, an increase of over 300% over five years 2013/14 – 2017/18)⁵. During this period there has been a marked reduction in the number of households moving on from temporary accommodation meaning that the net inflow into TA is more than those leaving TA.

Table showing the rise in temporary accommodation placements over 5 years

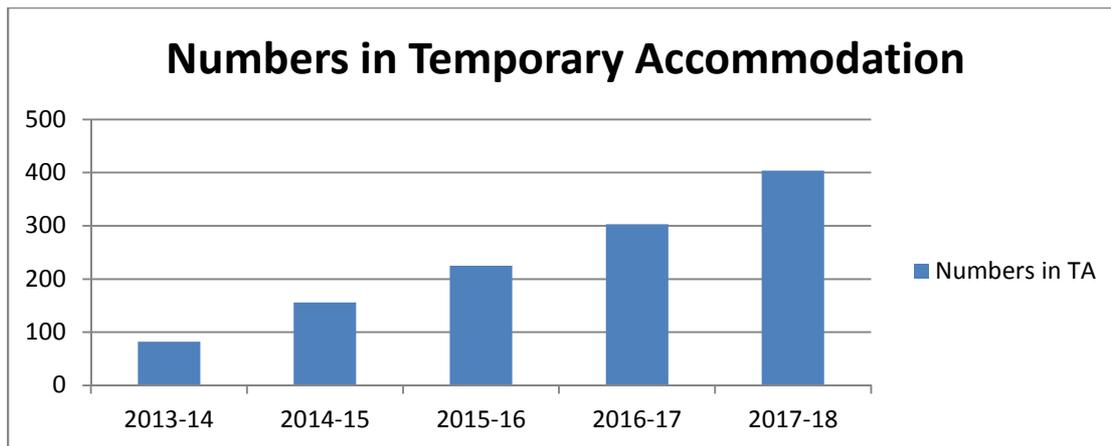


Figure 9

Like many local authorities, a large proportion of temporary accommodation (TA), including nightly-paid accommodation is procured within the private rented sector. There is a complex subsidy regime to assist with the cost of TA, however the subsidy arrangements have also become more restricted, and this alongside steep price rises has made it more difficult to secure TA, particularly within the borough. Slough recently secured some extra funding to provide additional accommodation and support services to rough sleepers locally. Rough sleepers who are single person households represented over 20% of agreed cases in 2017/18 financial year⁶

The Council seeks to accommodate people within their respective area as long as it is reasonably practicable, but if this proves impossible they must try to place people as close as possible to where they were previously living. However, there is a serious shortfall of accommodation that can be secured in the borough to meet statutory housing need. It means that it is not reasonably practicable to provide accommodation within Slough to every household to whom the Council owes a rehousing duty.

There is an increasing need to secure accommodation that may be at some distance from the borough. In addition welfare reform has impacted upon the location of

⁵ MHCLG P1E Returns

⁶ Figure 5

placements for some households on the grounds of sustained affordability in relation to the benefits they are now entitled to receive towards their housing costs.

Temporary accommodation costs are traditionally funded by central government though the temporary accommodation management fee paid through the housing benefits system. The overheated rented market has made it necessary for local authorities to dip into the general fund to subsidise TA, thereby reducing resources available for other services. In 2017, the Temporary Accommodation Management Fee was replaced by the Homelessness support Grant. The grant offsets the loss in housing benefits subsidy, with some ring fenced for work to prevent or deal with homelessness. Funding is based on each council's proven ability to prevent homelessness at scale.

Part 2 – The Homelessness Strategy 2018-2023

The Homelessness Strategy Review highlighted the increasing number of people who find themselves homeless or at risk of homelessness. The Review also highlighted some of the national and local pressures impacting homelessness. In the Homelessness Strategy Review we examined the three main causes of homelessness in our Borough which are; Loss of privately rented accommodation and parents or friends no longer willing to accommodate and relationship breakdown/domestic violence. This section of the homelessness strategy will look to explain how we will try to eradicate the adverse effects of the main causes of homelessness in Slough.

Through interaction with our Partners, Service users and contributors to the review we have learned about areas people would like to see change, and their main priorities are:

- More accommodation that is affordable
- More support for those considered to be vulnerable in relation to their housing situation

Tackling homelessness through joint work has become increasingly important. Since 'Making Every Contact Count' was published, joint work has been championed as the most effective homelessness prevention method. Nationally, in 'Fixing our broken housing market; there has been an emphasis on collaboration between agencies providing housing, social care, health, employment, and training support. It shows that resolving homelessness is more complex than just putting a roof over someone's head. In order to sustain that roof long term, joint work is imperative. We see the

Homelessness Strategy and accompanying delivery plan as a great opportunity to build trust and further develop a truly collaborative approach to tackling homelessness.

It is generally accepted that without intervention, the number of rough sleepers and single people living in unsuitable conditions will continue to rise. This will lead to higher demand for resources from other public services and organisations to deal with issues associated with environmental health, crime and health.

Our strategic objectives for the following five years include

Early intervention to prevent homelessness with better partnership working

Increase access to more housing options for residents

Improving conditions, reducing numbers and length of stay in our TA

Providing tools, support and training for staff and partners to improve service delivery and empower residents

Support to sustain tenancies and prevent repeat homelessness

Positive housing outcomes for single homeless, rough sleepers and young people

Early intervention to prevent homelessness with better partnership working

The homelessness review demonstrated disproportionate levels of homelessness amongst particular demographic and community groups in Slough (Lone parent households) and it is important that we gain an understanding of this in order to tailor services to be as effective as possible.

Early intervention seeks to prevent homelessness by tackling the root causes before they escalate into a housing crisis. In recent years Slough has increased its focus on early intervention and homeless prevention. Given the challenges faced around increasing homelessness it is critical that we continue to put homeless prevention at the heart of everything we do. We believe this will greatly increase the chances of positive outcomes for people at risk of becoming homeless. We have adopted a person-centred housing and support solution which seeks to ensure effective information and advice is available at every stage to maximise the positive outcomes for those who facing homelessness. This requires creating clear and defined referral routes with joined up services and effective pathways leading to better outcomes for those at risk of homelessness.

Challenges

- Homelessness numbers for all household groups nationally and in Slough are on an upward trend;
- Reduction in funding; Resulting in some groups “falling through the gaps” and being unable to access services;
- Lack of awareness of housing advice of the prevention services available within Slough can mean that households do not access assistance until after they have lost their home;
- House and rental prices have risen steeply in recent years.
- Helping residents and supporting and training staff through the significant changes being introduced by the HRA 2017 and the continued roll out of welfare reform measures and
- People who are homeless or at risk of homelessness may approach and seek help from a range of services at the same time.

Action

- Making available accessible information services, by exploring and expanding the telephone, internet and face to face sessions to improve options and housing advice provision;
- Working collaboratively with statutory and voluntary partners to create solutions to meet the increased demand on homelessness services; developing early intervention pathways to ensure a consistency in advice and referral routes;
- Reviewing information provided by the Council and partner agencies to ensure effective and consistent housing advice; identify and disseminate good practice in homeless prevention and relief and ensure that prevention continues to target those most at risk;
- Work with partners to prevent incidents of ‘repeat homelessness’ within Slough;
- Providing a coordinated service that tackles the wider causes of homelessness among young single people by working with other bodies like The Children Trust, health and adult social care services to ensure all service users receive appropriate assessments to determine their future housing options;
- Develop effective working relationships between the council and accommodation providers in Slough and neighbouring regions where affordability can be better managed in light of the continued welfare changes.

Increase access to more housing options

Accessing accommodation that is affordable is the key to both preventing and resolving homelessness. This has become increasingly difficult particularly within the borough as demand is high, costs are rising and social housing stock supply is limited. This means that the Council must look to ensure best use of all available stock while assisting to increase access to a range of accommodation across all sectors of the housing market. Increasingly this also means looking outside its boundaries to meet the current levels of need and identify accommodation that people will be able to sustain.

The main focus of the council is to prevent homelessness occurring in the first place, where homelessness cannot be prevented.

As indicated in the housing review, suitable good quality affordable accommodation is increasingly difficult to secure in Slough. High rents and the inability of the local housing allowance to keep pace have placed a significant burden on the homeless services. There is also the extra external pressure on the market from London boroughs using the proximity of Slough to source accommodation.

The Council is considering a number of new initiatives to increase supply of affordable housing and will continue to consider new strategies to tackle growing demand. There is increased need to seek more innovative schemes and this may include looking further afield in the greater Berkshire region and beyond to provide sustainable and suitable housing solutions. This includes making an increased use of the private rented sector to discharge our homelessness duty.

Challenges

- A reduction in affordable housing both social and PRS becoming available to let;
- PRS landlords and lettings agents reluctant to accept low income tenants or those who claim welfare benefits;
- With reduced funding for new affordable housing for rent, it will be more difficult to meet the housing needs of households who are unable to access home ownership or accommodation in the private rented sector locally;
- Competition for local housing from London boroughs across all tenures and areas; increasing scarcity and driving up costs;
- Limited local move-on supply means households are remaining for longer periods in temporary accommodation;
- Due to high and rising need the Council may have to place households into accommodation outside of the borough in order to meet its statutory housing duties. This is often at some distance from existing support services;
- There is the increase in rough sleeping in the borough;
- The rise in single homeless households and other non priority groups and
- Increase in PRS evictions of low income households.

Action

- Working to increase the supply of new build Council homes for the people of Slough;
- Improving the supply of new affordable homes by partners for the Slough residents through varied new funding streams;
- Working with neighbouring boroughs to improve cross borough moves for households identified households;
- Improving relationships with private rented sector supplies both within and out of the borough;
- Providing holistic support to households who are placed outside the borough to mitigate the impact of the move. This may include connection to local support services, welfare benefits transfer and a possible resettlement grant;
- Widening our pool of affordable housing supply, making better use of our own assets and building strong relationships with existing and new landlord partners;
- Providing incentives where needed, offering stability to the landlord partners to provide affordable settled housing to the most vulnerable groups;
- Improving the tenancy sustainment support available to both landlords and homeless clients in private sector accommodation;
- Introduce a borough wide house of multiple occupation (HMO) Licencing scheme to help improve availability of homes to the under 35 group;
- Develop a scheme to work with households who have been in TA the longest to facilitate move on to affordable settled housing;
- More frequent, relevant and inclusive landlords forums;
- Using the powers granted under The Localism Act 2011 and on the Homelessness (Suitability of Accommodation (England) Order 2012 , the Homelessness Code of Guidance 2006, the Children Act 2004 S.11 to provide affordable accommodation outside the borough;
- Better Homelessness relief provision; the unique location of Slough means there is the need for increased homelessness relief provision. This is when a local authority is unable to prevent homelessness, but helps someone to secure accommodation, despite not being obligated to do so. The provision of this service is important here in Slough as there is a transient community who come in for work and due to various circumstances find themselves at risk of homelessness. This group of borderline cases continue to increase in the local homeless population.

Improving conditions, reducing numbers and length of stay in our Temporary Accommodation (TA)

Over recent years, Slough Borough Council has continued to see an increase in the numbers of households in Temporary accommodation. Though the numbers in temporary accommodation are about average for the South East, we are seeking to create an improved housing options service and partnership arrangements to prevent homelessness. Where prevention fails, we will seek to provide the best quality temporary accommodation for the shortest possible periods whilst housing options available are explored.

Like many local authorities, a large proportion of the temporary accommodation we use including nightly - paid accommodation is procured within the private rented sector. The current spending restrictions compounded by the current increase in private sector rents means that Slough Borough Council will have to seek different procurement methods to meet the increased demand.

Challenges

- Number of people at risk from homelessness has steadily increased in recent years;
- Limited move-on supply means households are remaining for longer periods in temporary accommodation;
- The risk of increased numbers of homeless households being placed in private rented accommodation in Slough by London and surrounding Boroughs;
- Limited number of affordable PRS accommodation available in the borough for TA use and
- Households in TA not aware of the options open to them

Action

- We will create clear pathways out of TA into settled affordable accommodation;
- We will explore all potential for conversion of vacant and underutilised properties for use as temporary or settled accommodation locally;
- We will continue to free up existing stock through tackling fraud, addressing under-occupation and promoting alternative housing options to all residents;
- We will ensure take-up of quota queues for various groups and move-on from supported accommodation and other similar accommodation to increase through-flow;
- We will endeavour to review methods of communicating the allocations policy, lettings plans, outcomes and waiting times to help people make informed decisions periodically;
- We will continue to improve our working with long stay TA residents to move into affordable settled PRS and

-
- We will explore TA procurement options, with other partners like The Childrens Trust and Adults Services.

Providing tools, support and training for staff and partners to improve service delivery to provide empowerment to residents

The continued challenge of growing housing demand has meant that key staff and partners who meet with people who are at their most vulnerable must be properly trained to provide the wraparound service Slough aims for.

With the continued changes to housing and welfare legislation, the need of service providers to be up to speed with these has never been greater. There is an increased need to recruit and retain well trained and experienced professionals. Slough Borough Council will look to develop joined up training and information with partner agencies so they are also up to speed on the changes in their service provision. This will provide the partners with up to date information on the relevant support they provide to homeless households.

We also hope to create a system of empowerment for our partners including our residents which will make homelessness prevention the responsibility of all. This partnership will, whilst working in line with the housing first principle, create an ecosystem where the community as a whole is involved in the homelessness reduction drive. The council will work with local voluntary partners to create a system where intelligence is passed from the community to the relevant teams early so homelessness can be prevented before the situation hits crisis levels.

Challenges

- Recruiting staff with the specialised skill set;
- Retaining staff with the right skill set due to increased workload;
- Keeping up with the legislative changes particularly HRA;
- Lack of adequate partner training and
- Lack of local resident awareness of the services available.

Action

- We will support staff with regular and relevant training opportunities;
- We will update all the information available to residents regularly;
- We will seek to create roles and improve the working conditions to attract the right skill sets to meet demand;
- Ensure that all commissioned housing services in the borough can assist people to access education, training and employment opportunities;
- We will ensure the creation and retention and training programmes for partners to ensure a consistency in advice and referral routes;
- Reviewing the organisational structure to reflect current needs and

-
- Career development opportunities including secondments and paid professional qualification

Support to sustain tenancies and prevent repeat homelessness

There is an increased need for households who are homeless or threatened with homelessness to be provided with the right support to help them sustain independent accommodation in the long-term.

With the councils move to prevention, there is a need to ensure those who lose their accommodation are supported into sustainable accommodation.

Vulnerable people experience difficulties at periods during an independent tenancy, which can lead to financial difficulties and tenancy failure. The loss of a private rented tenancy is currently the main cause of homelessness in Slough;⁷ followed by family and friends exclusion. The focus is on sustaining current housing where practical and preventing housing problems escalating to crisis point. This often means providing a tailored service to help sustain the tenancy or licence. The tenancy sustainment service in Slough, though in its infancy, works closely with accommodation providers, the welfare services and support agencies. The aim of the private sector sustainment is to identify the issues with the individual households and tailor a service to prevent homelessness. Also to develop a person centred approach which targets and resolves the issues identified. The sustainment service sign posts to employment, health and education providers too.

Challenges

- There is demand for more supported accommodation particularly for those who have complex support needs in Slough;
- Increase in private sector rents leading to more Private rented evictions;
- Increase in broken relationships;
- Lack of suitable affordable local move on accommodation for households in temporary accommodation;
- The Government is undertaking a review of supported accommodation funding, which could lead to reduced funding for existing supported schemes in Slough and
- Lack of access to further supported housing, transitional, longer-term and crisis support services.

⁷ MHCLG P1E returns

Action

- The council will look at securing bed spaces locally from external sources on a pre-paid base with partners like Look ahead;
- Expand on the range of initiatives to prevent homelessness by PRS evictions;
- Mediate more in broken family relationships and help people stay at home with parents, relatives, or friends reducing family exclusion;
- Work with partners to ensure there are sufficient supported accommodation units to meet demand and to meet the needs of groups who are particularly at risk of homelessness in Slough;
- Provide timely and effective housing advice and assistance to help those in crisis or threatened with crisis to identify the particular homelessness risk so their existing accommodation can be sustained if at all possible; providing intensive casework assistance and assessment as required;
- Develop a separate Rough Sleepers Action plan, with partners to gain greater intelligence on rough sleeping; and implementing the Reconnections Protocol;
- Improve the housing options available to single homeless households in Slough;
- Providing a wrap-around service which ensures that tenants develop, gain or build upon the skills they already possess to sustain their tenancies.

Positive housing outcomes for rough sleepers, single homeless;

We have developed an in-depth action plan to tackle this most visible face of homelessness it is marked appendix 2

Delivering the Homelessness Strategy

This strategy and the objectives shown form the basis of our engagement with partners and the community.

The key elements of an action plan to deliver the strategy are listed below along with some headline outcomes.

The action plan has been developed from consultations involving a range of stakeholders to support delivery of the commitments set out in the Homelessness Strategy.

Monitoring our action plan in a timely manner will make it easier to update in light of other potential changes to national, regional or local policy and means we will be able to respond appropriately. We will review our action plan as required during the life of the strategy and each quarter we will monitor the actions and measures that have been set out in it. Progress will be regularly presented to Members and key external stakeholders.

BELOW IS THE ACTION PLAN FOR HOMELESSNESS STRATEGY

In line with section 1(1) of the 2002 HOUSING Act, Slough Borough Council as a housing authority can conduct homelessness reviews and publish homelessness strategies more frequently if circumstances in the district change. Therefore, the action plan below is subject to changes and variation in line with the needs in Slough.

Appendix 1: Homelessness Prevention Strategy Action plan

Appendix 2 : Single homeless & rough sleeping reduction plan

Appendix 3: Equality Impact Assessment

Early intervention to prevent homelessness with better partnership working				
Action	Success /Outcome measure	Lead Agency/ Partner	Resources	Timescales
Delivering accessible information services, by expanding the telephone, internet and face to face sessions to improve options and housing advice provision	<p>Increased take up of advice before crisis hits</p> <p>Reduction in approaches and homeless acceptances.</p> <p>Reduced proportion of households requiring emergency temporary accommodation placements by early intervention</p> <p>Reduced timescales to access advice available to all households threatened with homelessness</p>	Manager Housing Demand Team	<p>Improved Staffing Resources / Expanded funded streams</p> <p>Better self-help schemes and information provided to residents</p>	Dec 2020
Working collaboratively and innovatively with statutory and voluntary partners to create sustainable solutions to meet the increased demand on homelessness services; Developing early intervention pathways to ensure a consistency in advice and referral routes	<p>Better partnership working to identify challenges or gaps in services and potential solutions</p> <p>Develop information packs for partners and clients to be accessed both online and at hubs</p> <p>Explore and identify best pathway for right to refer with associated documents and packs</p>	Manager Housing Demand Team	Joined training and up to date information leaflets	Dec 2020

<p>Reviewing information provided by the Council and partner agencies to ensure effective and consistent housing advice; identify and disseminate good practice in homeless prevention and relief and ensure that prevention continues to target those most at risk</p>	<p>Provide an increased awareness of Housing Options, duties and referral routes amongst partner agencies</p> <p>Provide partners with up to date information to ensure an understanding of the roles and criteria of different services provided</p> <p>Promote local employment and training pathways in collaboration with partners for homeless households</p>	<p>Manager Housing Demand Team</p>	<p>Regular community awareness and engagement events and exercises</p>	<p>Dec 2020</p>
<p>Work with partners to prevent incidents of 'repeat homelessness' within Slough</p>	<p>Develop a reporting system for identifying vulnerable households and getting them on the right support pathway</p> <p>Help vulnerable households who have left supported accommodation successfully sustain their tenancies for at least 6 months – with multi agency action</p> <p>Develop self help facilities both online and otherwise readily available to households</p> <p>Develop better relationships with local private landlords</p>	<p>Manager Housing Demand Manger</p> <p>Social Lettings Manager</p>	<p>More local events to promote partnerships & services</p> <p>Create better online referral tools</p> <p>Empower partners with up-to-date relevant advice and information on service and legislation</p>	<p>Apr 2021</p>
<p>Providing a coordinated service that tackles the wider causes of homelessness among young single people by working with other bodies like children. health and adult services to ensure all service users receive appropriate assessments to determine their future housing options;</p>	<p>Partnership working to achieve best possible outcomes for the young homelessness in Slough</p> <p>Prompt housing and support needs of vulnerable clients assessed and suitable housing and support options identified.</p> <p>Ensure those placed outside of the borough are able to access local services and are provided with a temporary accommodation information pack</p> <p>Training and employment opportunities for single households</p>	<p>Housing demand Manager</p> <p>Local Partners</p>	<p>Extend current schemes like the short breaks scheme and similar to more clients</p> <p>Develop more up to date information packs for clients</p> <p>Regularly update online and</p>	<p>Dec 2020</p>

			other information sheets given out	
Develop effective working relationships between the council and accommodation providers in slough and neighbouring Authorities where affordability can be better managed in light of the continued welfare changes and budgetary constraints.	<p>Ensure good communications with local authorities in which temporary accommodation placements are made and that notifications are provided for all out of borough placements</p> <p>Develop effective steering groups, forums and better marketing of the positives for working with Slough Borough Council</p>	<p>Housing Demand manager</p> <p>Social Lettings Manager</p>	<p>Better out of area placement reporting</p> <p>Regular meetings with local forums and relevant groups</p>	Dec 2020

Increase access to more housing options

Action	Success /Outcome measure	Responsibility	Resources	Timescales
Working to increase the supply of new build Council homes for the people of Slough building on our success in this area to date.	<p>Work with planning colleagues to ensure that the affordable housing provision is secured on new developments</p> <p>Increased RSL & Private investment in affordable homes locally</p>	Housing Supply Manager	<p>More pre planning involvement in relevant developments</p> <p>Increase contacts with developers & RSLs</p>	Dec 2020
Working with neighbouring boroughs to improve cross borrow moves for households identified households	<p>Faster cross borough transfer options for households fleeing from one area.</p> <p>Improve the information to households in TA in LHA rates in neighbouring boroughs</p> <p>Improve incentives and assistance available for out of area moves</p>	<p>Housing Allocations Manager</p> <p>Housing Demand Manager</p>	Agree, create and amend related policies, protocols ETC	Dec 2020

Improving relationships with private rented sector (PRS) supplies both within and out of the borough	<p>Better uptake in PRS –non TA placements</p> <p>Less PRS evictions with better liaison</p> <p>Reduced use of long term TA as better PRS Supply</p>	<p>Housing Allocations Manager</p> <p>Housing Supply Manager</p>	<p>More Liaison events and forums</p> <p>Increased publicity partnership working benefits</p>	DEC 2020
Providing a holistic support to households who are placed outside the borough to mitigate the impact of the move. This may include reconnection to local support services, welfare benefits transfer and a possible resettlement grant;	<p>Information Packs and sign posting service for all out of area placements</p> <p>Relevant services informed of households specific needs so no break in service provision</p> <p>After placements support and monitoring to help iron out any issues for up to 3 months</p>	<p>Temporary Accommodation Manager</p> <p>Housing Demand Manager</p>	<p>TA placement agreement in place with responsibilities and processes</p> <p>More tenancy sustainment service for out of area TA placements</p>	Dec 2020
Providing suitable incentives where needed and offering stability to the landlord partners to provide affordable settled housing to the most vulnerable groups;	<p>More funding for PRS prevention for those threatened with homelessness earlier</p> <p>Improved incentives to PRS for low income households reducing long term TA use</p> <p>Mix of incentives available to PRS providers- Financial, bonds insurance ETC</p>	Housing Supply Manager	Improving schemes to get providers on board	Dec 2019
Improving the tenancy sustainment support available to both landlords and homeless clients in private sector accommodation	<p>Tailored support to meet clients' needs</p> <p>Introduce pre tenancy training for vulnerable households before they meet PRS providers</p>	Housing Allocation Manager	Develop both online and face to face support	Dec 2019
	Improved early tenancy sustainment referral pathway open to partners who identify vulnerable households	Housing Demand Manager	Improving referral systems for specialised tenancy sustainment services	Dec 2020
Improving the supply of new affordable homes by partners for the Slough residents through varied	<p>Maximise the use of s106 payments in lieu of contributions for new supply</p> <p>Improved innovative ways to</p>	Housing supply manager		Dec 2020

new funding streams	increase affordable homes like modular homes and infills			
Develop and improve the borough wide HMO Licencing scheme to help improve availability of homes to the under 35 group;	Better working relation with PRS providers Reduced rough sleeping Improved standards in e PRS available in Slough Increased uptake of PRS by the under 35s	Housing Supply Manager Housing Regulation Manager	Create internal systems where HMOs are first offered to clients on housing register	Dec 2019
			Improve liaison with PRS	Apr 2020
Develop a scheme to Work with households who have been in TA the longest to facilitate move on to affordable settled housing solutions;	Introduce more housing options to households in TA Reduced length of stay in TA Empower and inform Residents	Temporary Accommodation Manager Housing Supply Manager	Develop information on affordability in PRS for TA residents Develop regular TA tenants information liaison events to highlight benefits of various schemes	Dec 2020
Better Homelessness relief provision;	Reduced homeless application More prevented evictions Less use of TA	Housing Demand Manager	Develop new funding for Relief Improve partnership working with all sectors to improve prevention and relief	Dec 2020

Improving conditions, reducing numbers and length of stay in our Temporary Accommodation (TA)

Action	Success /Outcome measure	Responsibility	Resources	Timescales
We will create clear pathways out of TA into	Prevention of homelessness and minimising the upheaval for	Temporary Accommodation	Develop a scheme to get	Dec 2020

settled affordable accommodation;	customers Fewer households in TA More joined up working between partners	Manager Housing Demand Manager	local accommodation providers to agree affordable rents Get partners and service users well informed on policies, pathways and policies	
We will explore all potential for conversion of vacant properties for use as temporary or settled accommodation locally;	Reduced costs in providing emergency TA Value for Money by targeting resources at the most cost effective solution to prevent homelessness. Reduced TA numbers	Housing Supply Manager Housing Regulation Manager	Develop good housing supply chains with developers to convert unused office spaces into interim accommodation	Dec 2020
We will continue to free up existing stock through tackling fraud, addressing under-occupation and promoting alternative housing options to all residents;	Increased availability of family sized accommodation to those on the Housing register Reduced void loss and maximising rental income to the Housing Revenue Account Reduced use of Discretionary Housing Payment budget for under occupiers will mean budget can be targeted at those in greatest need.	Housing Allocations Manager Neighbourhood Housing Managers Housing Regulation Manager	Improved tenancy monitoring and enforcement Promoting under occupancy schemes to make them relevant	Dec 2020
We will ensure take-up of quota queues for various groups and move-on from supported accommodation and other similar accommodation to increase through-flow;	Prevention of homelessness and minimising the upheaval for customers Less time in unsuitable TA Reduced TA Spend	Housing allocations Manager	Improve the monitoring of allocation of all accommodation Create more flexibility in allocation	Dec 2020
We will endeavour to review methods of communicating the allocations policy, lettings plans, outcomes and waiting times to help people make informed	Households in unaffordable private rented accommodation assisted to move to affordable accommodation We will create a comprehensive directory of services and resources available online and on demand to	Housing Supply Manager Housing Demand Manager Housing Allocations	Regular update both online and other media giving residents current updates to make better	Dec 2020

decisions;	households and all agencies	Manager	choices	
We will improve our working with long stay TA residents to move into affordable settled PRS locally or as close as possible;	Fewer households in in TA More move on support for households in TA into realistic housing options Greater use of DHP budget for rent deposits and rent in advance to reduce costs on homelessness budget Reduced TA Spend	Temporary Accommodation Manager Housing Supply Manager	Regular events to inform advice and educate TA on the benefits of settled PRS accommodation	Dec 2019
We will explore TA procurement options, with other partners like children's and adults services	Improved purchasing power Reduced TA spend Improved housing options as more affordable units can be acquired with the increased power	Strategic Housing Lead	Develop service level agreement to minimise cost Develop joint policies for related services Develop joint working with partners like James Ellirman Homes	Dec 2020

Providing tools, support & training for staff and partners to improve service delivery & empower residents

Action	Success /Outcome measure	Responsibility	Resources	Timescales
We will support staff with regular and relevant training opportunities	Improve staff training and supervision regime	Quality Assurance Manager	Regular training to be up to date on changes	Dec 2019
We will update all the information available to residents regularly	Improved updated information available online and contact points	Housing Demand Manager	Improved training for partners including the new JIGSAW system	Apr 2020
We will seek to create	Improve working conditions and	Quality	Regular review of	Dec 2020

roles and improve the working conditions to attract the right skill sets to meet demand	benefits	Assurance Manager	employment contracts and local conditions making them relevant	
Ensure that all commissioned housings services for in the borough can assist people to access education, training and employment opportunities	Reduced use of emergency TA Reduction in Homeless acceptances	Housing Demand Manager Commissioning Manager	improve the IT systems to include improved information of available services Improved information sharing protocols between partners to speed up service	Dec 2020
We will ensure the creation and retention and training programmes for partners to ensure a consistency in advice and referral routes	Update training as required including case law updates for both staff and partners Improved information available online to make it relevant and current Improved staff knowledge More experienced staff	Housing Demand Manager Housing allocations Manager Temporary Accommodation Manager Housing Supply Manager	We will hold training of key partners to educate them on the services we provide Grant access to key partners on the referral pathways	Dec 2019
Support to sustain tenancies and prevent repeat homelessness				
Action	Success /Outcome measure	Responsibility	Resources	Timescales
The council will look at securing bed spaces locally from external sources on a pre-paid base with partners like Look ahead	Increased use of pre purchased bed spaces to prevent rough sleeping. Like crash pads during adverse weather Increased use of tools to purchase accommodation for use as long term TA like suitable leasing schemes	Housing Supply Manager	Get some extra funding for targeted groups Create short to mid term accommodation available to vulnerable groups	Dec 2020

Expand on the range of initiatives to prevent homelessness by PRS evictions;	Improved personalised prevention tools leading to drop in homeless numbers	Housing Demand Manager Housing Supply Manager	Develop teams to target PRS trouble cases Improve support available to PRS landlords and tenants	Dec 2019
Mediate more in broken family relationships and help people stay at home with parents, relatives, or friends reducing family exclusion	Reduced family exclusions Less rough sleeping Reduced single homeless applications More young people encouraged to remain at home Reduced T.A.	Housing Demand Manager	Create adequate mediation services Improve and extend short stay and time-out accommodation	Dec 2019
Work with partners to ensure there are sufficient supported accommodation units to meet demand and to meet the needs of groups who are particularly at risk of homelessness in Slough;	Faster move on from unsuitable TA. Increased housing options open to residents	Housing Supply Manager Housing Demand Manager	Increase in low level supported accommodation places	Dec 2019
Provide timely and effective housing advice and assistance to help those in crisis or threatened with crisis to identify the particular homelessness risk so their existing accommodation can be sustained if at all possible; providing intensive casework assistance and assessment as required;	Improved tenancy sustainment service Improved residents resilience in managing all tenancies Faster resolution of applications More housing options to open to residents	Housing Supply Manager Housing Demand Manager	Improve information sharing with partners Better intelligence sharing with partners	Dec 2019
Develop a financial inclusion approach to minimise the risk of future homelessness;	Fewer PRS evictions Fewer homeless Households	Housing Supply Manager Housing Demand Manager	More information on top up payments like DHP	Apr 2020

Develop a separate Rough Sleepers Action plan, with partners to gain greater intelligence on rough sleeping; and implementing the Reconnections Protocol;	Less rough sleepers Better coordinated multi agency working Fewer single people making homeless applications	Housing Demand Manager	Creating specialist teams to deal with rough sleeping	Dec 2018
			explore new partners and funding streams	Dec 2018
Develop an action plan to meet the needs of single homeless households in Slough	Fewer rough sleepers More households in settled accommodation	Housing Demand Manager Housing Supply Manager	Close working with local partners More dedicated information targeting the group	Apr 2019
Providing a wraparound service which ensures that tenants develop, gain or build upon the skills they already possess to sustain their tenancies	Faster resolution to homeless applications Better personalised services to homeless clients More housing options	Housing Demand Manager	Sign posting to local training and employment opportunities Improving Local enterprise engagement	Apr 2019