

# **Homelessness Prevention Action Plan 2018-2023**

## **Appendix 2:**

### **Single homeless & rough sleeping reduction plan**

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## Background

The single homeless & rough sleeping reduction plan is a subsidiary plan of the Slough Borough Council Homelessness prevention Strategy 2018-2023. One of the main objectives of the Slough Homelessness prevention Strategy is to reduce rough sleeping in Slough and to maintain Slough's 'No Second Night Out' stance.

The majority of rough sleepers are single people or couple without children. Any plan to tackle rough sleeping in any area will reduce the incident of single homeless persons.

Of the people who sleep rough across the year, some will be sleeping on the streets for the first time, some all year and some will sleep rough intermittently. The number of people sleeping on the streets is also likely to be influenced by the seasons. Data from the Combined Homelessness and Information Network (CHAIN), a database used in London by people working in the sector, showed that 60% of the people recorded as sleeping rough in London in 2017-18 were new to the streets.<sup>1</sup> Over half (59%) were seen only once, while only 6% were seen more than ten times.

In the autumn 2017 counts and estimates, 83% of people found sleeping rough were men, while 14% were women (gender for the remaining 3% was unknown).<sup>2</sup> While women and men have been found to be equally likely to experience hidden homelessness<sup>3</sup>, these figures show that men are more likely to experience rough sleeping. People who sleep rough in England tend to be: **(a.)** male; **(b.)** between 25 and 55 years old; and **(c.)** predominantly white.

However, women who sleep rough are more likely to have specific support needs and to have experienced traumas, including domestic abuse, mental ill health, substance misuse, and to have self-harmed.<sup>4</sup> We are told by the sector that when women sleep rough, they make themselves less visible in order to stay safe. This means that we often know less about them and their needs than we do about men who sleep rough.

This document will aim to deliver on key points of central government vision of working in partnership with business, the public and wider society to ensure that no-one has to experience rough sleeping again. Using a Slough specific approach.

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<sup>1</sup> Greater London Authority (2018) 'CHAIN annual report 2017/18'. Available at:

<https://data.london.gov.uk/dataset/chain-reports>

<sup>2</sup> MHCLG (2018)

<sup>3</sup> Bramley, G & Fitzpatrick, S (2017) 'Homelessness in the UK: who is most at risk?' Housing Studies 33:1. Available at:

<https://www.tandfonline.com/doi/full/10.1080/02673037.2017.1344957>

<sup>4</sup> Mackie & Thomas (2014) 'Nations Apart Experiences of single homeless people across Great Britain. Available at:

<https://www.crisis.org.uk/ending-homelessness/homelessness-knowledge-hub/types-of-homelessness/nations-apart-experiences-of-single-homeless-people-across-great-britain-2014/>

This plan has prevention at its heart, focusing on stopping people from becoming homeless in the first place and providing them with the right support to find work and live independently. Longer term, those sleeping rough will be housed and offered comprehensive support to ensure their specific needs are addressed so that they can move into suitable permanent accommodation at the earliest opportunity.

## Defining Rough Sleeping

The Ministry of Housing Communities and Local Government (MHCLG) define a rough sleeper as: People or persons sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the streets, in tents, doorways, parks, bus shelters or encampments). Also People in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, etc).

This definition does not include people in hostels or shelters, sofa surfers, people in campsites, or other sites used for recreational purposes or organised protests, squatters or travellers.

## Types of rough sleepers

- At Risk rough Sleeper: individuals who are at risk of rough sleeping through their situation (vulnerably housed, sofa surfers) or their support needs (poor mental health, substance misuse, low motivation);
- ‘Flow’ or New Rough Sleepers: people who move onto the streets for the first time; generally regarded as being between one day and four weeks;
- Stock Rough Sleepers: continuing rough sleepers also referred to as entrenched rough sleepers, who have slept rough for more than four weeks;
- Returners: rough sleepers, who have slept rough in the last 12 months and have returned to the streets after a period of accommodation, such as assured shorthold tenancies, licences and supported accommodation.

## Context

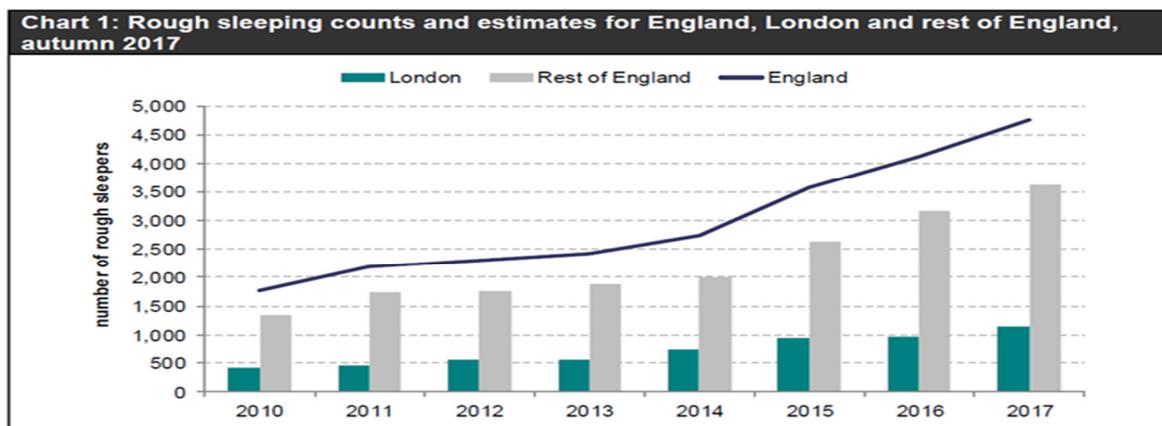
The single homeless and rough sleeping reduction plan is set in the context of increasing numbers of rough sleepers at both a national and local level. Since 2010, the national numbers of rough sleepers have increased by **over 20%**. Here in Slough council and its partners have identified that there has been a significant increase in the incidence of rough sleeping in Slough **(as shown below)**. The numbers of people rough sleeping in slough have been at a considerably higher rate than the average for England over the past few years. This is partly because of Sloughs location and accessibility.

Slough being situated on the borders of London with frequent public transport to central London from Slough high street in about 30 Minutes, has made Slough an attractive location for migrant workers who make up over 50% of the rough sleepers on any given night in Slough<sup>5</sup>. This geographical location also

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<sup>5</sup> Table 2b: Street counts and estimates of rough sleeping, by local authority district, region and nationality of rough sleepers; England autumn 2017 (MHCLG data)

makes housing expensive and private rented accommodation priced at London levels, way above the local LHA rates. There is also the London factor, of London boroughs placing homeless households in Slough creating a further shortage of affordable private rented accommodation locally. When numbers of rough sleepers are collected, Slough is not counted as part of London despite facing the same pressures of all the London boroughs bordering it.



The table shows the continued rise of rough sleeping nationally over seven years . This rise is reflected locally here in Slough.

**Table 1: Rough sleeping counts and estimates for England, London and Rest of England, 2010 to 2017**

	England	% change on previous year	London	% change on previous year	Rest of England	% change on previous year
2010	1,768		415		1,353	
2011	2,181	23%	446	7%	1,735	28%
2012	2,309	6%	557	25%	1,752	1%
2013	2,414	5%	543	-3%	1,871	7%
2014	2,744	14%	742	37%	2,002	7%
2015	3,569	30%	940	27%	2,629	31%
2016	4,134	16%	964	3%	3,170	21%
2017	4,751	15%	1,137	18%	3,614	14%

Local authorities carry out frequent counts and estimates show that 4,751 people slept rough in England on a snapshot night in autumn 2017. This is up 617 (15%) from the autumn 2016 total of 4,134<sup>6</sup>. The rate of rough sleeping per 1,000 households is 0.20 for England, 0.31 for London and 0.18 for the rest of England. This compares to 0.18 for England, 0.27 for London and 0.16 for the rest of England in 2016. To address this growing problem, which is the most visible face of homelessness, Central government has provided some key policies with the view to reduction and prevention of homelessness. Locally, Slough

<sup>6</sup> MHCLG (2018) 'Rough Sleeping Statistics Autumn 2017, England (Revised)'. Available at: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/682001/Rough\\_Sleeping\\_Autumn\\_2017\\_Statistical\\_Release\\_-\\_revised.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/682001/Rough_Sleeping_Autumn_2017_Statistical_Release_-_revised.pdf)

Borough Council has devised this action plan, which as a subsidiary document of the homelessness prevention strategy 2018-2023 will aim to deliver targeted positive results for this highly vulnerable and visible face of homelessness by working with local and regional partners both statutory and voluntary.

Of the 4,751 rough sleepers counted in the autumn 2017

- 653 (14%) were women
- 760 (16%) were EU nationals from outside the UK
- 193 (4%) were from outside the EU.
- Nationality of 402 people (8%) was not known – it suggests that some people may not wish to disclose their non-UK nationality.
- 366 (8%) were 18 - 25 years old.
- 3 persons, or less than 0.1% of the England total, were under 18 years old.<sup>7</sup>

## **Consultation**

As part of the main homelessness Prevention Strategy 2018-2023, we held a consultation which was a day with key partners including members of the Slough Homeless Forum, statutory and voluntary groups. We also sent out a questionnaire by email. The day event involved participants working in groups to identify key challenges, gaps and solutions in tackling homelessness. The scope included rough sleeping and single homeless persons in both the questionnaires and day event. The Slough Homeless Forum meets regularly.

### **The lessons learnt from the consultation include:**

- The high rents charged locally as opposed to local housing benefits levels .
- Alcohol and substance use/dependency was also cited as a major barrier in finding a home;
- 'Rules based housing' has led to some individuals not being able to maintain their accommodation;
- The lack of adequate supported accommodation locally meaning most people in this group are placed into private rented accommodation which clients cannot sustain due to a range of issues including the behaviour of others, rent arrears etc ;
- Lack of targeted joined up long term support to those who are substance/alcohol dependent;

There was also a consultation of sample group of services users and, the response came up with was mainly:

- Lack of street outreach and engagement with entrenched rough sleepers;
- Lack of early targeted meaningful support for people in their own tenancies, to help prevent homelessness;
- Lack of availability of affordable accommodation generally;
- Limited access to facilities, including being able to have a shower and clean clothes, and a limited access to somewhere positive to go in the day time;
- The importance of being treated with dignity so people can improve their self-worth and see a positive future;
- The importance of considering people's individual circumstances when delivering service to them.

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<sup>7</sup> MHCLG Rough sleeping in England - counts and estimates, Autumn 2010 - 2017

## Review

A review of the current overall homeless situation was carried out as part of the homelessness prevention strategy; the review included rough sleeping and single homelessness as the most visible features of homelessness. The review looked at both the national and local picture; it contains information on homelessness in the borough and looks at our current and future challenges. The review document sets out how an in-depth assessment of the support, assistance and advice available to homeless and potentially homeless people in the borough including rough sleepers and single homeless.

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

In order to develop services which provide effective resolution to individuals 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

Professors Fitzpatrick and Bramley recently identified poverty, particularly childhood poverty, as the most powerful predictor of all forms of homelessness. Certain groups are significantly more likely to become homeless than others, and factors such as ethnicity, education, adverse childhood experiences, gender and employment all play a sizeable role<sup>8</sup>. Early trauma and childhood abuse seem to be common amongst homeless people with more complex needs. A 2010 study by Heriot-Watt University surveyed single homeless people with multiple needs in seven UK cities (452 people, 77% of whom had slept rough). The authors found that by the age of 16, 24% of those surveyed had parents or carers with drug or alcohol problems; 22% had experienced sexual abuse, 23% had experienced physical abuse and 27% had witnessed violence between parents.<sup>9</sup> However, homelessness and rough sleeping are not inevitable results of these drivers. Many people who experience them do not become homeless. Specific triggers

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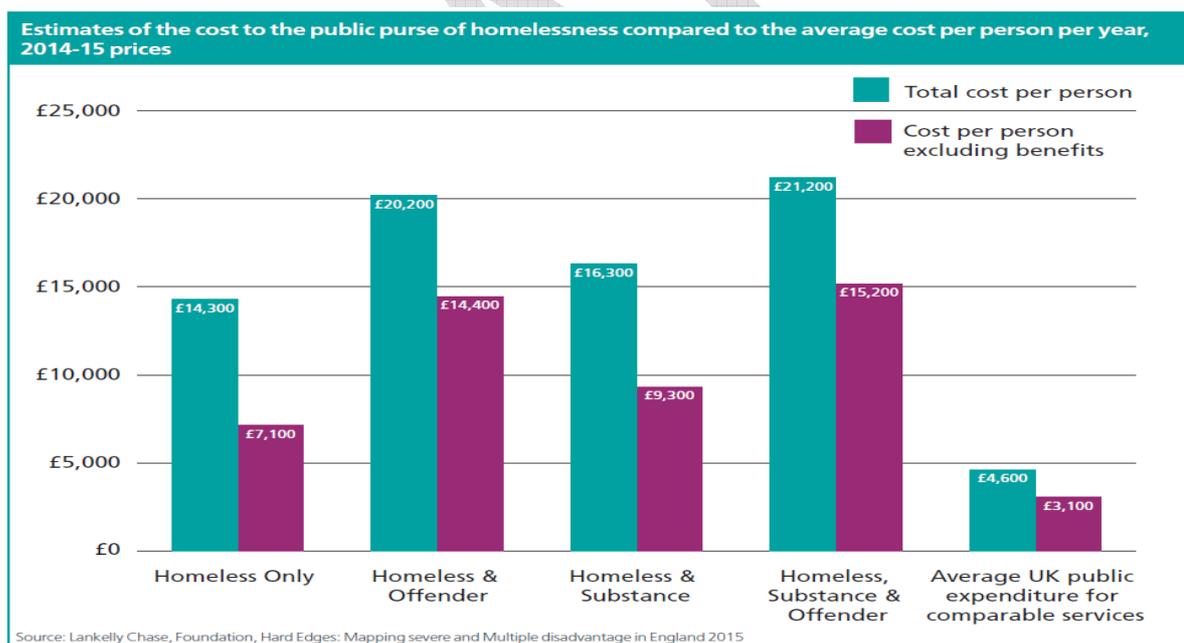
<sup>8</sup> Bramley & Fitzpatrick (2017)

<sup>9</sup> Fitzpatrick et al (2013) 'Pathways into multiple exclusion homelessness in seven UK cities'. Urban Studies 50(1). Available at: <https://pureapps2.hw.ac.uk/ws/portalfiles/portal/7456915>

can lead to people rough sleeping, including eviction from rented property, conflict with family, relationship breakdowns and leaving prison.<sup>10</sup>

There is a need for joined up working to tackle rough sleeping due to the multi-faceted needs of rough sleepers. The prevalence of multiple health issues is common and having a joined up multi agency plan to tackle this will help improve the lives of the service users and help reduce the overall cost to multiple agencies. There is a high prevalence of mental and physical ill-health and drug and alcohol dependency amongst rough sleepers. Other common problems include physical trauma (especially foot trauma), skin problems, respiratory illness and infections (including hepatitis).

Helping people before they sleep rough will not only reduce the human cost of rough sleeping; it will also help to reduce costs to the wider public sector. People who sleep rough often have a combination of needs which will mean that they come into contact with a range of public bodies. This includes the costs of providing health care, drug and alcohol treatment, emergency services and costs to the criminal justice system. In the 2015 Hard Edges report, Professor Glen Bramley and co- authors estimated the costs of rough sleeping to the public purse to be between £14,300 and £21,200 per person per year, with the higher cost being incurred if rough sleeping occurred alongside substance misuse and offending. This is three to four times the average cost to public services of an average adult (approximately £4,600). The estimated cost of rough sleeping, excluding the cost of benefits, is therefore between £7,100 and £15,200 per person per year.<sup>11</sup>



There is evidence that suggests the triggers and experiences of female rough sleepers tend to be distinct from those of men. We know that many women avoid rough sleeping by sofa surfing, staying in abusive relationships or living in squats, crack houses and brothels. A higher proportion of women than men will have also had specific traumatic experiences that led to their homelessness such as domestic abuse and perhaps having their children taken into care. Consequently, women who are sleeping rough, though few in numbers, often have higher and more complex needs than men, including mental and physical health

<sup>10</sup> Greater London Authority (2018)

<sup>11</sup> Bramley (2015)

issues, substance use issues, offending histories and involvement in prostitution. Other hidden rough sleepers use woodlands and countryside as bedding down spots. According to a recent report by the Bureau of Investigative Journalism, at least 78 homeless people died during the severe winter of 2017/18. The report goes on to say that in the first four months of 2018, 40 rough sleeps have died in the country.<sup>12</sup>

Slough Borough Council already has a range of initiatives that are in place to help prevent and reduce rough sleeping in Slough. This document is aimed at improving and extending these existing services some of which include:

- Extended night shelters (ENS) in Slough have augmented the severe weather emergency protocol (SWEPE) by the use of multiple locations, for a longer period of time. The multi-agency involvement has enabled the continuation of outreach services across Slough, as well providing additional engagement with clients using the various provisions;
- During the winter of 2017/ 2018 outreach services engaged with over XXXXX clients;
- Targeted multi-disciplinary work, coordinated by the Council & partners, to tackle ongoing issues with highly visible rough sleeping in public places in Slough has led to a number of positive outcomes, prior to enforcement action for individuals who otherwise may have been excluded from services and accommodation. The combination of a range of services from various agencies has proved effective in the approach used with the Herschel car park group of rough sleepers;
- Slough has pressed ahead with the delivery of the NFNO (No First Night Out) Project which aims to prevent people from rough sleeping in the first place as well as ensuring that people do not return to sleeping rough after a period of settled accommodation by working with local partners on intelligence based approaches.

Often those who find themselves street homeless will not fall within the statutory borders as prescribed by legislation as qualifying for a full housing duty; Slough council, under the HRA provides advice and assistance to help the applicant (s) secure settled accommodation or prevent.

Both those who fall within and outside the statutory assistance umbrella require a disproportionate amount of time and resource in managing their transition from street life to settled accommodation and it has been identified that better communication and partnership working is required to deliver a straightforward, personalised and meaningful service to this hard to reach group. In order to meet the 'intervention and recovery' part of the rough sleeping reduction strategy as prescribed by central government.

The groups include ex – offenders, People with substance abuse issues and people with multiple medical needs making them unable to manage tenancies. In Slough the main groups outside the statutory umbrella are the Eastern European migrant workers who due to the seasonal nature of their work find themselves sleeping rough or in unsuitable accommodation. These European Economic Area (EEA) nationals end up on the streets before the qualification period for statutory assistance as prescribed by the immigration and residency rules.

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<sup>12</sup> <https://www.theguardian.com/society/2018/apr/23/at-least-78-homeless-people-died-in-uk-over-winter-figures-reveal>

The challenges presented by rough sleepers with No Recourse to Public Funds are significant and highly contentious. From May 2016, the Home Office designated EEA nationals who were rough sleeping as abusing their rights to free movement under EU Law. The Home Office then sought to deport them, regardless of whether they were working. In December 2017, the High Court ruled that this approach was unlawful.

Central government recently launched a rough sleeping initiative to present a centrally coordinated approach to the issue of rough sleeping in the country. As part of this initiative, local authorities with the highest incidence of rough sleeping were invited to bid for extra funding. Slough was successful in securing some of this funding. With the extra funding, Slough plans to develop an outreach service which not only coordinates the services available to rough sleepers and those at risk of rough sleeping but also the hidden single homeless households. These include at risk groups like sofa surfers and those at risk of losing their homes before they become street homeless. The new service will provide a move on service and the provision of ongoing support into settled long term accommodation. This team will help Slough deliver on the 'Prevention, Intervention and recovery' goals of the homelessness prevention Strategy.

The extra funding will help Slough Borough Council improve on the work currently undertaken in conjunction with partners in the reduction and prevention of rough sleeping. The extra funding will enable the council better provide targeted support to rough sleepers and those at risk of rough sleeping as well as provide a modern Slough specific solution that fits Slough's unique situation. Though Slough is a London borough, Slough faces similar pressures to a London Borough due to location and connectivity.

There will also be the added task for the extended service of working to help new rough sleepers or people at imminent risk of sleeping rough, get the rapid support they need. The aim is to reduce the flow of new rough sleepers to the street through more targeted prevention activity aimed at those at imminent risk of sleeping rough, to ensure they get the help they need before spending a single night on the streets and or to recover and move-on from their homelessness. As part of the rough sleeper prevention initiative programme, Slough will provide information and share all lessons learnt with other local authorities to help improve the services delivered to rough sleepers.

Nationally, it is estimated that the use of inpatient hospital care by people who are sleeping rough or living in insecure accommodation (such as hostels) is eight times higher than in the general population. This cost can be better managed with joined up working. The action plan will seek to create a service which meets the following –

- 1. Effective partnership work to prevent homelessness and offer relief to rough sleepers**
- 2. Provide a joined up early response when people do end up on the streets**
- 3. Provide a targeted outreach service for those with complex or multiple needs**
- 4. Enable the provision of sustainable housing solutions**
- 5. Tackle anti-social behaviour and crime to keep Slough safe**
- 6. Expand the night shelter provision and expand the SWEP**

## **1. Effective partnership work to prevent homelessness and to offer relief to rough sleepers**

The homelessness review carried out for the main homelessness prevention strategy (2018-2023), demonstrated disproportionate levels of homelessness amongst particular demographic and community groups in Slough and some of these groups are single person households, couples without children and rough sleepers. It is important that we gain an understanding of these groups in order to tailor services to be as effective as possible.

For the purposes of this Strategy 'prevention' refers to the use of different approaches to prevent individuals from rough sleeping for the first time, or to prevent a return to rough sleeping after a period of settled accommodation.

The planned approach will enable an appropriate and specific response to people with a variety of needs ranging from those with a basic need for housing, to those who are at risk of rough sleeping as a result of complex needs. Improved tenancy sustainment measures will also play a role in reducing the risk of individuals feeling the need to sleep rough.

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; this has become more imperative with the introduction of new legislation (HRA).

Given the challenges faced around increasing homelessness and rough sleeping, it is critical that we at Slough 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 also believe in preventing anyone spending a second night rough sleeping with our extended outreach work and improved partnership working. Achieving this will require clear partnership commitment and a coordinated improved intelligence gathering.

### **Challenges**

- Homelessness numbers for all household groups nationally and in Slough are on an upward trend;
- Massive 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;
- People who are homeless or at risk of homelessness may approach and seek help from a range of services at the same time, and
- Many agencies working with the same groups in a disjointed manner

### **Action**

**Develop an effective specialist outreach service**

**Better partnership working with creation of forums and charters which partners buy into**

**Develop a No first Night Out approach**

**Increased tenancy sustainment and floating support**

**Improved reconnection services**

**Better intelligence and tracking**

**Increased 'move on' possibilities**

**Extended night shelter provision to supplement SWEP**

### **Delivering the Single homelessness and rough sleeping reduction 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 Prevention 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 PREVENTION STRATEGY**

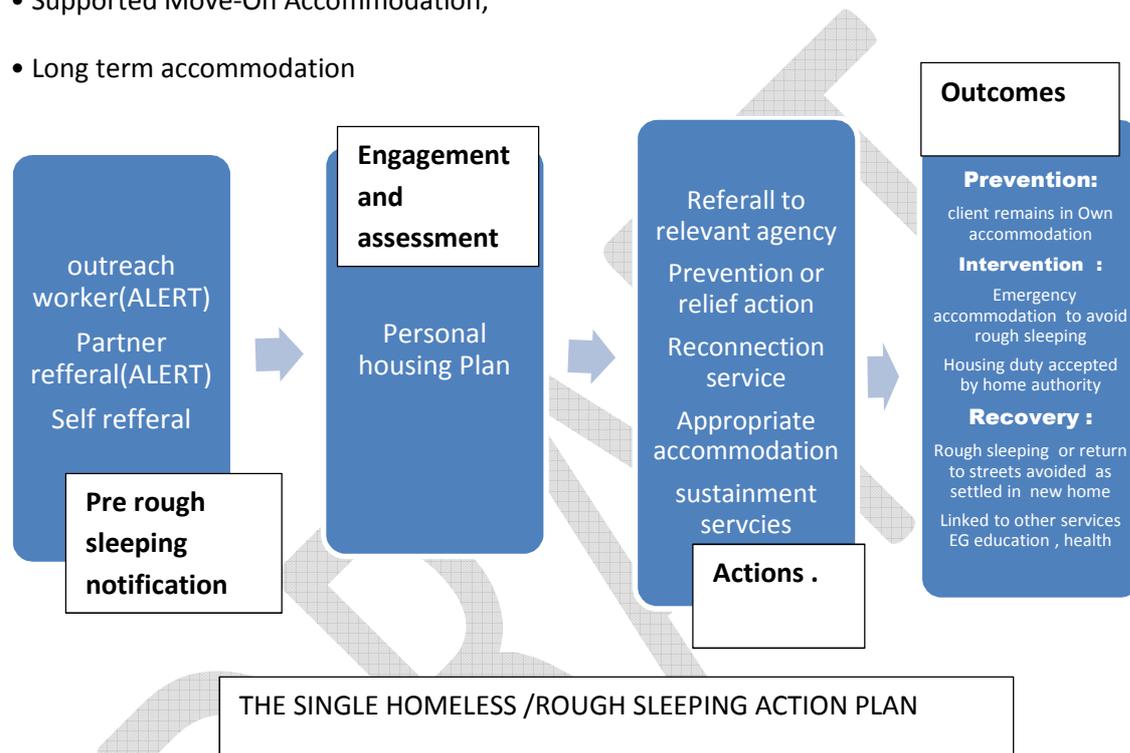
**(ROUGH SLEEPING AND SINGLE HOMELESS )**

**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 needs in slough**

**ACTION PLAN -**

The Single Homeless and Rough Sleeping Reduction Strategy Action Plan comprises five main themes, as many of the actions meet more than one of the overarching aims:

- Assertive Outreach Services back by improved intelligence;
- Multi-Agency Support and input;
- Prompt and easily accessible short Term Accommodation;
- Supported Move-On Accommodation;
- Long term accommodation



The action plan ties the resources available with the desired outcomes. These outcomes are all geared to deliver the Prevention intervention and recovery plan. Using a Slough specific approach to achieve these desired results within given time frames.

This document also ties in with the Slough Borough Council housing strategy Key message: **“Reducing rough sleeping through effective partnership work”**

**Appendix 1A : Homelessness charter attached**

Slough					
Action	Outcome measure	Lead Agency / Partner	Resources	Timescales	Progress measure
Effective partnership work to prevent homelessness and relieve rough sleeping	<p>(a) Get a rough sleeping team in place to provide assertive outreach service and to maintain an appropriate and effective level of service throughout the year.</p> <p>(b) Meaningful advice available to potential rough sleepers when approaching or referred to housing services and rough sleeping hotspots</p> <p>(c) Develop homeless and rough sleeping charter with partner buy in to terms and conditions</p> <p>(d) Improved Voluntary sector involvement</p> <p>(e) Create a forum or task group to enable professionals both in the sector and the local authority to have a clear plan of</p>	<p>Housing Demand Manager</p> <p>Rough sleeping coordinator</p> <p>Local partners</p>	<p>(a) New rough sleeping Coordinator</p> <p>(b) New Rough sleeping outreach workers</p> <p>(c) Local partner members of the new rough sleeping forum</p> <p>And other non forum members</p>	<p>Dec 2019</p> <p>July 2019</p>	<p>(a) Drop in rough sleeping numbers after the first year</p> <p>(b) Increase in number of single households preventions</p> <p>(c) Better referral process from partners</p> <p>(d) Better recording and reporting systems to share lessons learnt</p> <p>(e) Improved intervention pre – rough sleeping</p>

	action;				
	(a)Develop a homeless charter with emphasis on single homeless and rough sleeping;  (b)Develop a rough sleeping forum;	(a)Rough sleeping coordinator  (b)Local Partners	(a)Extra funding for MHCLG  (b) extra support from local partners coordinate by SBC	Sep 2019	(a)Better referral process  (b)Fewer rough sleepers as the joined up services will provide better service
Develop a No first Night Out approach	(a)Improving the 'no second night out' approach to catch people before they become street homeless;  (b)Faster access to emergency rough sleepers and those at risk;  (c) Better intelligence sharing amongst partners in both statutory and voluntary sector;  (d)Effective mediation provision  (e)Explore short term 'respite type' housing solutions  (f)Improved PRS accommodation	(a)Rough sleeping coordinator  (b) Local Partners	a)Local partner involvement  (b)Extra resources as required provided by the rough sleeping coordinator in line with funding rules  ( Strategic Housing Services Sourcing all funding options (private and public)	Nov 2019	(a)Fewer rough sleepers  (b) More single homeless preventions  (c ) Fewer rough sleepers locally  (d)More affordable PRS available for singles  (e)Reduced costs of providing emergency TA

	supply for single persons thorough dedicated campaigns				
Increased tenancy sustainment and floating support	(a)Better multi agency link up and information sharing for early intervention  (b)Better targeted support  (c )More local 'mentoring' service	(a)Strategic Housing Services  (b)Rough Sleeping Coordinator  (C ) Local Partners	(a)Local partners  (b)specialist sustainment services  (c )Rough support sleeping team	Dec 2019	(a)Fewer repeat rough sleepers  (b)More singles moving on to long term settled homes
Improved reconnection services	(a) Agree a defined reconnection protocol and referral pathway  (b)Better multi agency working  ( c)Better use of local intelligence	(a)Rough Sleeping Coordinator  (b) Local partners  (c )Strategic Housing Services	Resources as required provided Strategic Housing Lead and Rough sleeper coordinator	Oct 2019	(a)Fewer rough sleepers  (b)Faster assessment to determine best pathway
Increased 'move on' possibilities	(a)Better use of allocation policy quotas for homeless households  (b)Better relation with local and regional PRS suppliers  (c )Regular outreach surgeries  (d) Better Woking with local support hostels like Look Ahead	a)Rough Sleeping Coordinator  (b) Local partners  (c )Housing supply Manager  (d) Housing Allocations Manager  (e)Housing Demand Manager	Rough seeping coordinator identifies resources as needed	Dec 2019	(a)Better PRS relationship  (b)More emergency housing units availability  (c) More supported accommodation vacancies
Extended night shelter provision to	(a)More pre paid emergency beds	a)Rough Sleeping	(a)Pre booked emergency	Jan 2020	(a)No one sleeping rough in

supplement SWEP provision	(b)Securing venues and partners to cover extended SWEP opening  c)More safe spaces for the cohort	Coordinator  (b) Local partners  (c )Strategic Housing Services	beds  (b)SWEP partners agreeing extension of hours		bad weather  (b)Fewer rough sleeping locally  c)Reduced costs of providing emergency TA
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