

Homelessness Prevention Strategy 2019 24 Action Plan –updated June 2020

Early intervention to prevent homelessness with better partnership working					Update June 2020
Action	Success/outcome measure	Responsibility	Resources	Timescales	
Making available accessible information services, by exploring and expanding the telephone, internet and face to face sessions to improve 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>	Housing Demand Manager	<p>Improved Staffing Resources / Expanded funded streams</p> <p>Better self-help schemes and information provided to residents</p>	Dec 2021	<p>Improved prevention levels - monitor ongoing</p> <p>Improved triage system – customers can now self refer, online.</p>
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, in line with the duty to refer responsibilities	<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 advice hubs</p> <p>Explore and identify best pathway for right to refer with associated training for partners agents</p>	Housing Demand Manager	Joined up training and up to date information leaflets available to referral agents	Dec 2021	<p>Duty to refer introduced with associated training</p> <p>Information and advice packs introduced</p>
Reviewing information provided by the council and partner agencies to ensure effective and consistent housing advice; identify and disseminate good practice in homelessness prevention and relief and ensure that prevention continues to target those most at risk ensuring the partners are working collaboratively with the council	<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>	Housing Demand Manager	Regular community awareness and engagement events and exercises	Dec 2021	<p>Referral pathways now in place with partners aware – e.g. DTR</p> <p>Improved link up with local agencies to support homeless households</p>

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Work with partners to prevent incidents of repeat homelessness within Slough	<p>Develop a system for making sure the 'duty to refer' responsibilities are met and kept compliant</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, that are readily available to households</p> <p>Develop better relationships with local private landlords</p>	<p>Housing Demand Manager</p> <p>Social Lettings Manager</p>	<p>More local events to promote partnerships and 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>	Apr 2022	<p>Duty to refer in operation</p> <p>More move on accommodation made available</p> <p>New customer portal now operational</p> <p>Increased Private landlord relationship</p>
Providing a coordinated service that tackles the wider causes of homelessness among young single people by working with other bodies like Slough Children's Services Trust, Health and Adult Services to ensure all service users receive appropriate assessments to determine their future housing options	<p>Partnership working to achieve best possible outcomes for the young homeless in Slough</p> <p>Prompt housing and support needs of vulnerable clients to be 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, regularly update online and other information sheets given out</p>	Dec 2021	<p>More extensive partnership working, with The Trust, Early Help, DA Group etc</p> <p>Plus -16/17 year old protocol updated</p> <p>More arrangements with partner agencies for employment and training engagements</p>
Develop effective working relationships between the council and accommodation providers in Slough and 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 TA 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 2021	<p>Berkshire Homeless/Rough Sleeper meetings, reintroduced</p> <p>More landlord and partner forums</p>

Increase access to housing options for residents					
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
Working to increase the supply of new build council homes for the people of Slough building on our success in this area to date	Work with planning colleagues to ensure that the affordable housing provision is secured on new developments Increased RSL and Private investment in affordable homes locally	Housing Supply Manager	More pre-planning involvement in relevant developments Increase contacts with developers and RSLs	Dec 2021	More direct contact with developers Better liaison with planning team local RSLs and developers
Working with neighbouring boroughs to improve cross borough moves for identified households	Faster cross-borough transfer options for households fleeing from one area Improved information to households in neighbouring boroughs on LHA rates Improve incentives and assistance available for out of area moves	Housing Demand Manager Housing Supply Manager Housing Allocations Manager	Agree, create and amend related policies, protocols, as required	Dec 2021	SBC have no reciprocal agreement with any other boroughs Out of borough moves introduced with added support and assistance package
Improving relationships with private rented sector (PRS) supplies both in and out of the borough	Better uptake in PRS - non TA placements Less PRS evictions with better liaison Reduced use of long term TA as better PRS Supply	Housing Allocations Manager Housing Supply Manager Social Lettings Manager	More liaison events and forums Increased publicity on partnership working benefits	Dec 2021	PRS use has improved
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	Information packs and sign posting service for all out of area placements Relevant services informed of households specific needs so no break in service provision After placements support and monitoring to help iron out any issues for up to 3 months	Housing Supply Manager Housing Demand Manager	TA & PSL placement agreement in place with responsibilities and processes Targeted tenancy sustainment service for out of area TA placements	Dec 2021	Process in place to support households placed outside the borough and inform the LA

Increase access to housing options for residents					
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
Providing suitable incentives where needed 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 2021	<p>Improved procurement and incentive For both in and out of borough Placements.</p> <p>With agreed processes</p>
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 Supply Manager	Develop both online and face to face support	Dec 2021	<p>New support for vulnerable household to move into settled homes</p> <p>Tenancy sustainment officer employed, as of April 2019</p>
	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 2022	A more specialist TSO officer post, just going to advert – MHCLG funded
Improving the supply of new affordable homes by partners for Slough residents through varied new funding streams	<p>Seek to maximise the use of s106 payments and other contributions for new supply of local housing</p> <p>Improved innovative ways to increase affordable homes like modular homes and infills</p>	Housing Supply Manager		Dec 2022	Exploratory work now on to improve affordable housing stock
Improve the borough wide HMO licensing scheme to help improve availability and standard of accommodation available	<p>Better working relation with PRS providers</p> <p>Reduced rough sleeping</p> <p>Improved standards in PRS available in Slough</p> <p>Increased uptake of PRS by the under 35s</p>	<p>Housing Supply Manager</p> <p>Housing Regulations Manager</p>	<p>Create internal systems where HMOs are first offered to clients on housing register</p> <p>Improve liaison with PRS</p>	<p>Dec 2020</p> <p>Apr 2022</p>	<p>HMO licensing now mandatory</p> <p>Improved housing standards</p>

Reducing numbers and length of stay in temporary accommodation (TA)					
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
We will create clear pathways out of TA into settled affordable accommodation	Prevention of homelessness and minimising the upheaval for customers Fewer households in TA More joined up working between partners	Temporary Accommodation Manager Housing Demand Manager Housing Supply Manager Social Lettings Manager	Develop a scheme to get local accommodation providers to agree affordable rents Get partners and service users well informed on policies, pathways and policies	Dec 2022	LHA rates have increased significantly as of April 2020 – so no need for ‘agreed affordable rents’ Improved move on options out of TA
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 Planning Manager	Develop good housing supply chains with developers to convert unused office spaces into interim accommodation	Dec 2022	Some work currently being undertaken to convert some SBC units for another purpose (June 2020) Other schemes being explored
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 Housing Supply Manager	Improved tenancy monitoring and enforcement Promoting under occupancy schemes to make them relevant	Dec 2022	Improved void turn around time
We will ensure take-up from alternative 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 Demand Manager Housing Allocations Manager Housing Supply Manager	Improve the monitoring of allocation of all accommodation Create more flexibility in allocation	Dec 2022	Better support and improved pathways for households ready to move on into settled homes

Reducing numbers and length of stay in temporary accommodation (TA)					
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
We will review methods of communicating the allocations policy, lettings plans, outcomes and waiting times to help people make informed decisions	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 households and all agencies	Housing Supply Manager Housing Demand Manager Housing Allocations Manager	Regular updates both online and other media giving residents current updates to make better choices	Dec 2022	Improved use of various media including council website to inform and advise residents
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 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, advise and educate TA on the benefits of settled PRS accommodation	Dec 2021	Regular events like housing opens day to inform and promote various housing options
Develop pathways into sustained economic activities to residents in temporary accommodation	Fewer households on benefits Increased economic activity in Slough Reduced TA spend Fewer households in TA More households with employable skills	Strategic Housing Lead Housing Benefit Initiative Officer	Engagement with local employment clubs More skills development opportunities More apprenticeships	Dec 2021	More back to work and training initiative now available in conjunction with partners
We will explore TA procurement options, with other partners like children's and adults services	Improved purchasing power Reduced TA spend Improved housing options mean more affordable units can be acquired with the increased power Fewer households in TA	Strategic Housing Lead Housing Supply Manager	Develop service level agreement to minimise cost Develop joint policies for related services Better working with partners like James Ellirman Homes	Dec 2022	Improved TA procurement options and use currently being explored

Providing the right tools for staff, partners and residents to improve service delivery					
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
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 2020	Improved training offered with tailored processes and support
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	Dec 2020	Online service now available for customers and other agencies/partners Training – already provided to multi agencies
We will seek to create roles and improve the working conditions to attract the right skill sets to meet demand	Improve working conditions and benefits	Quality Assurance Manager	Regular review of employment conditions and local processes making them relevant	Dec 2020	Planned service restructure to improve working conditions
Improve the access to education, training and employment opportunities	Reduced use of emergency TA Reduction in Homeless acceptances Improved economic and employment activity	Housing Demand Manager Commissioning Manager(s) Communities and Leisure, Adults and Communities Lead	Improve the IT systems to include improved information of available services Improved information sharing protocols between partners to speed up service	Dec 2020	The IT system is under review as well as the remote working systems and processes
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 processes and procedures Improved staff knowledge Partners better aware of pathways	Quality Assurance 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 2020	New updated processes now in place with regular reviews and updates as required
Create and improve economic improvement and educational opportunities for residents including funded training places	Increased economic activity Increased local skill levels Fewer benefit claims	Strategic Housing Lead Housing Benefit Initiative Officer	More job fairs locally Better promotion of skill improvement opportunities	Dec 2020	Increased local training and skill schemes

Increase tenancy sustainment and prevent repeat homelessness					Update June 2020
Action	Success/outcome measure	Responsibility	Resources	Timescales	
We seek to secure more emergency pre-paid bed spaces; including crash pads	Fewer rough sleepers Fewer homeless clients Exploring and using innovative accommodation purchasing tools including leasing schemes	Housing Supply Manager Housing Demand Manger Commissioning Manager(s)	Get some extra funding for targeted groups Create short to mid-term accommodation available to vulnerable groups	Dec 2021	Prepaid accommodation units procured and in use – e.g. 3 x Ebeds, MHCLG funded
Work with local landlords to let spare rooms to homeless clients	Improved housing supply Fewer homeless clients Drop in TA numbers	Housing supply Manager	Targeted marketing	Oct 2020	Ongoing local marketing to recruit landlords
Expand on the range of initiatives to prevent homelessness by PRS evictions	Improved personalised prevention tools to both landlords and tenants	Housing Demand Manager Housing Supply Manager	Develop teams to target PRS trouble cases Improved support to PRS landlords and tenants	Dec 2020	Pathways and processes now developed and being trialed
Expanded mediation service provision	Reduced family exclusions Less rough sleeping Reduced single homeless applications More young people encouraged to remain at home Reduced TA use	Housing Demand Manager Commissioning Manager(s)	Improve mediation services Improve and extend short stay and time-out accommodation	Dec 2020	Mediation services proving difficult to source
Improve the supply of supported accommodation locally	Faster move on from unsuitable TA Increased housing options open to residents to improve tenancy sustainment services	Housing Supply Manager Housing Demand Manager	Increase in low level supported accommodation places	Dec 2020	New supply routes are being developed
Better early intervention schemes for at risk clients;	Improved residents resilience in managing all tenancies Faster resolution of applications More housing options open to residents	Housing Supply Manager Housing Demand Manager	Improve information sharing with partners Better intelligence sharing with partners	Dec 2020	DA complex needs worker now imbedded within Demand team – via MHCLG funding/Safer Slough partnership April 2019

Increase tenancy sustainment and prevent repeat homelessness					Updates June 2020
Action	Success/outcome measure	Responsibility	Resources	Timescales	
Explore new financial assistance for prevention	Fewer PRS evictions Fewer homeless households	Housing Supply Manager Housing Benefits Manager	More information on top up schemes like DHP	Apr 2021	DHP now better used for prevention
Develop a separate Rough Sleepers Action Plan, with partners to gain greater intelligence on rough sleeping	Fewer rough sleepers Better coordinated multi agency working	Housing Demand Manager	Creating specialist teams to deal with rough sleeping	Jan 2019	Team and Action plan in place – and expanding – June 2020
Providing more tenant empowerment	Faster resolution to homeless applications Improved economic activity locally Fewer homeless people	Housing Demand Manager	Sign posting to local training and employment opportunities Improved Local enterprise engagement	Apr 2020	Some work undertaken via the RSI Team around placements/employment schemes – this is still ongoing work – June 2020 All systems now in place including customer portal, Duty to refer and partnership referral processes

