

Homelessness and Rough Sleeping Strategy – Delivery Plan

Priority One: Working with people earlier to prevent them becoming homeless and to reduce the use of Temporary Accommodation.

Measures of Success:

1. **Percentage of homelessness cases prevented** (ADP (KPI 003) “*Percentage of homelessness cases prevented or relieved*”)
 - o Within this, the service will monitor prevention rates across specific client groups as targeted in this delivery plan, such as survivors of Domestic Abuse, young people and Refugees.
2. **Number of households accessing Private Rented Sector accommodation to prevent their homelessness**
3. **Number of successful preventions through the Homeless Intervention and Prevention Project**

Objective	Activity	SMART	Target date
Introduce new measures to increase the rates of homelessness prevention for Private Rented Sector tenants	Recruit two new Housing Advice Officers to the team of six existing officers who deal with homelessness prevention from the PRS	Reduce the number of private rented homeless applicants requiring TA by 10% (using the August 2024 number as baseline) by July 2025	July 2025
	Housing Advisors negotiate with landlord of PRS tenants when they are facing eviction. We will increase the number of successful negotiations, which result in an extended stay of at least another 6 month extension.	Increase tenancy extensions by 10% by March 2025	March 2025 (Ongoing thereafter)
	Raise awareness of the rights and responsibilities of tenants and landlords in the private sector by: 1) Attend a minimum of 4 landlord forums per year 2) Attend at least 2 landlord regional events per year	1) Attend a minimum of 4 landlord forums per year 2) Attend at least 2 landlord regional events per year 3) We will update the information for landlords and tenants on the website by Oct 2024	Ongoing

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	3) We will update the information for landlords and tenants on the website by Oct 2024		
Increase the provision of upstream homelessness prevention advice.	Recruit a dedicated visiting officer by October 2024 who will help to reduce homelessness from family and friends by home visits, mediation, use of the new Cost of Living grant and DIY PRS grant	Reduction in the number of family and friend evictions resulting in a TA placement by 10% (using October 2024 figure as the baseline) by March 2025	March 2025 – target and activities to be reviewed in March 2025 to understand data and effectiveness.
	Promoting the upstream prevention service for refugees who are becoming homeless. This is a recently new service provided by the Resettlement Officer, who provides a link between former asylum seekers leaving NASS/Clearsprings accommodation who now have or are soon to get a decision on their status	Reduction of 5% in the number of former asylum seekers being placed in TA (based on the August 2024 baseline number) by April 2025	April 2025.
	Introduce prevention service in children’s centres - Collaborate with Children Social Services to provide upstream prevention support by embedding Housing Options services within Children’s Centres, targeting families that are either homeless or at risk of homelessness. This will ensure early intervention and comprehensive support, preventing families from reaching crisis points and securing stable housing solutions.	Housing Advisors embedded and operational by August 2025.	August 2025.

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	Implement a refreshed joint protocol (Housing/Children’s Social Care) for homeless 16- & 17-year-olds by December 2024 which is designed to reduce the number of young people who have to move into TA	Reduction of 10% in the number of young people being placed in TA (based on the August 2024 baseline number) by April 2025	Not a performance challenge - Refreshed joint protocol will be in place by August 2025.
	Deliver increased prevention guidance for those leaving care. Provide targeted homelessness prevention guidance and support for Care Leavers. Funded post by CSC for a Leaving Care Housing Advisor that will be based both at the Kit Kat Terrace and TH to work with Personal Advisors to ensure clear housing pathways. Providing dedicated workshops and 1:1 session to make sure that care leavers are ready for independent living.	Leaving Care Housing Advisor to be in place by 24 th October 2024.	October 2024.
Explore opportunities to utilise financial measures to help prevent homelessness and increase access to private rented homes.	Introduce new ‘cost of living’ grant scheme which will be established and operational by Sept 2024	Reduce family and friend evictions by 10% by April 2025	April 2025
	Introduce new ‘PRS Find Your Own’ grant scheme for priority need households, which will be established and operational by Sept 2024	Reduce PRS evictions leading to TA placements by 5% by August 2025	August 2025 – after feedback from Teams, target amended to 5% and from April to August 25 – allow for change of process on this – as long as demand remains stable.
	Continue periodic reviews of new PRS and renewal incentives to landlords in line with market conditions	Increase and retain supply of PRS to 50 per month by August 2025	Quarterly Reviews and achieve target acquisition by August 2025

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Work with social housing tenants and landlords to increase prevention of homelessness due to eviction from social tenancies.	Engage with social landlords to increase awareness and use of of the Homelessness Intervention and Prevention Project to reduce the number of households made homeless from a social tenancy	Maintain current performance levels for this	Ongoing
	Launch and monitor the Protocol for Social Housing Tenants at risk of homelessness.	Maintain current performance levels for this	Ongoing
Support the prevention of homelessness through our Allocations scheme	Review our Common Housing Register Partnership Allocations Scheme by the reprioritisation of homeless applicants comparted to other reasonable preference groups	Ensure the proportion of homeless applicants allocated social lettings is consistent with the Mayor's objectives	August 2026
Enable survivors of domestic abuse to stay in their own homes.	Promote the use of the Tower Hamlets Sanctuary Scheme by increasing awareness and take-up by affected residents. Also successfully apply for DAHA registration.	Reduce proportion of residents made homeless due to DV being placed in TA by 10% by April 2026. Achieve DAHA registration by December 2024	April 2026 DAHA Registration by December 2024
	Implement a joint working Protocol for those fleeing domestic abuse between Housing Options and Housing Management.	See above	December 2024

Priority Two: Provide good quality accommodation for people who are at risk of, or where they become, homeless.

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Measures of Success:

1. **Number of homeless households supported into sustainable accommodation, via Private Rented Sector and permanent Lets (ADP KPI 003 “Number of Homeless supported into sustainable accommodation”)**
2. **Number of households living in Temporary accommodation**
3. **Number of households living in Bed & Breakfast accommodation**
4. **Number of properties procured by the council (for Temporary accommodation and PRS accommodation)**
5. **Number of supported homes provided for people sleeping rough or at risk of sleeping rough**

Objective	Activity	SMART	Target date
Work with landlords and accommodation suppliers to increase the supply of good quality homes.	Hold bi-annual landlord open days with landlords and developers to build new partnerships. Also attend the annual landlord forum which is run by XXX	Increase supply of PRS property to 50 per month by August 2025	August 2025
	Carry out cross-regional work with other Local Authorities who have procured in the borough	Attend appropriate pan-London forums to discuss opportunities	April 2026
Increase ‘Move on’ of residents living in temporary accommodation into settled accommodation.	Promote new ‘Find your own’ incentives and Homefinder	Increase find your own PRS to minimum 20 per month by August 2025	August 2025
	Continue to invest in our specialist move-on team to work with households in temporary accommodation (TA)	Increase discharge into the PRS as prevention or relief to a minimum of 20 per month by August 2025	August 2025
	To reduce by 10% the number of new households admissions into EA per month by March 2025 based on the August 2024 baseline	Director of Housing Operations will be directly involved in reviewing the EA supply and placements	Ongoing
	Implement and monitor a target of 15 PRS move-ons per month from TA	15 PRS move-ons per month from April 25	April 2025
Reduce the use of unsuitable and expensive temporary accommodation.	Utilise grant funding routes to acquire suitable properties for temporary accommodation	LAHF funding for 32 TA units and 5 Afghan resettlement properties CHAPS programme using GLA grant	32 new, low-cost TA properties by April 2026

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		to purchase 200 social homes. On letting one of every two will be complemented by an existing void being designated as TA	100 low-cost TA properties by April 2026
	Review lease agreements between the council and accommodation suppliers to ensure repairs are undertaken when required	Monitor repairs performance through routine engagement and contract management	October 2024
Repurpose or build new homes to increase the supply of temporary and long-term accommodation	Identify opportunities for existing council or community assets to be repurposed for temporary accommodation	Undertake a survey of our existing assets to identify VFM opportunities	April 2025
Increase the number of accessible and adapted homes.	Partner with the council's Private Housing Improvement Team to secure funding to carry out adaptations on properties acquired through the council's acquisition scheme	Develop an embedded process which ensures all properties newly acquired or repurposed for TA are considered for adaptation if suitable	December 2024
Ensure our Homelessness Accommodation Placement Policy remains fit for purpose.	Undertake a review and implement a new Placement Policy	TA and PRS Placement Policy due to be considered at Scrutiny in September 24	September 2024
Expand accommodation provision for people sleeping rough or at risk of sleeping rough	Provide 20 homes for people who are multiply excluded from other forms of support; this will be gender-informed housing first provision.	Use SHAP grant to acquire or repurpose up to 20 units by March 2026	March 2026

Priority Three: Improve customer service and the individual's experience.

Measures of success:

- 1) **Number of complaints made against the Housing Options Service**
- 2) **Percentage of complaints made against the service which are upheld**

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- 3) **Customer satisfaction (as reported by Annual Resident Survey)**
- 4) **Satisfaction of residents living in Temporary accommodation (as per annual TA survey)**
- 5) **Average waiting times for telephone customers**
- 6) **Percentage of cases resolved at first point of contact via Triage team**

Objective	Activity	SMART	Target date
Deliver high-quality homelessness advice across a variety of channels and formats.	Review all homelessness web content to ensure all advice is accurate, up-to-date and easy to locate for users	Website to be reviewed and refreshed by April 2025	April 2025
	Provide an effective telephone service for residents seeking homelessness guidance	Improve call answering times by 10% by March 2025	Ongoing
	Establish a project to implement a new webchat function to assist with homelessness queries	Project brief to be produced by April 2025	April 2025
	We will establish a project to introduce online digital forms to assist residents with key activities	Project brief to be produced by April 2025	April 2025
Deliver a service which is accessible for all residents.	Review communications sent to service users to ensure plain English and offer different formats wherever possible	Refreshed resources, including other languages, Braille etc to be in place by August 2025	August 2025
	Put in place increased support for service users who are deaf to ensure they can access services easily	Undertake a specialist review of our provision and implement recommendations by April 2025	April 2025
	Review the opening hours of our face-to-face homelessness service	Opening hours review paper to be prepared by Sept 2024	September 2024
Improve the client experience of the homelessness process, delivering clear, empathetic and timely communication throughout.	Recruit and mobilise a specialist triage team to improve first contact resolution		December 2024
	Establish a project to introduce 'self-service' capabilities for residents through improvements to our customer portal	Project brief prepared by April 2025	April 2025
	Develop training and induction plans for all roles in the service		July 2025
	Organise specialist homelessness training for all officers. Training provider will also provide fit-for-purpose letter templates.	All officers undertake specialist homelessness training by December 2024	December 2024

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	Appoint specialist consultants to undertake a review of our processes and structure and act on the agreed recommendations	Appoint consultants by December 2024	December 2024
	Agree approach for mystery shopping to aid service improvements	Establish an internal approach or appoint specialist providers with mystery shops started by April 2025	April 2025
Improve communication with residents living in temporary accommodation	Undertake a temporary accommodation survey to obtain feedback from those living in TA	Survey to be ready and distributed August 2025 and then annually	Annually
Increase the work we do with service users and people with lived experience	Introduce an annual customer survey	See above	August 2025
	Engage with homelessness charities to understand how best to consult people with lived experience and implement agreed recommendations	Engagement strategy in place and operational by March 2026	March 2026

Priority Four: Making sure that people have access to the right support services.

Measures of success:

- 1) **Number of residents fleeing domestic abuse supported by our specialist commissioned service**
- 2) **Number of emergency approaches from residents discharged from hospital**
- 3) **Number of ex-offenders supported into sustainable accommodation**

Objective	Activity	SMART	Target date
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Deliver improved support and effective pathways for those fleeing domestic abuse.	Put in place clear referral processes and pathways with internal and external partners	Pathway processes reviewed by June 2025	June 2025 and then bi-annually
	Deliver domestic abuse training programme	Training programme to be part of individual training plans by July 2025	Reviewed bi-annually
Implement a multi-agency approach to safeguarding vulnerable adults.	Identify and implement enhancements in the vulnerable adult homeless hostel/supported accommodation pathway.	Agreed enhancements to be implemented by July 2025	July 2025
	Put in place clear pathways and working processes are in place with internal and external partners	See above	Ongoing – bi-annual review
Provide enhanced support to children and young people.	Recommission the Young People’s supported accommodation pathway		2025
	Implement the joint Protocol aimed at supporting children aged 16 and 17 who are homeless or at risk	Implement joint protocol by April 2025	April 2025
	Work with partner services in the council to provide effective support for young people of the LGBTQI+ who are homeless or at risk.		Ongoing
Work with partners to improve access to mental health and addiction support.	Put in place coordinated referral pathways with our key partners.	Pathways established by April 2025	April 2025 – bi-annual review
	Implement co-located housing advice surgeries	Undertake a review of options for co-location by April 2025	April 2025
Review and improve our hospital discharge pathway.	Identify and implement improvements to our hospital discharge pathways from the Royal London Hospital and Mile End Hospital	Implement agreed improvements by July 2025	July 2025

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Increase support for ex-offenders to aid their transition from custody to stable living situations.	Launch and monitor the AFEO programme in Tower Hamlets to provide ex-offenders with accommodation.		Programme launched. Ongoing review.
Assist our service users to access paid jobs.	Work with the Supported Employment team to increase referrals to the Individual Placement and Support in Primary Care (IPSPC) scheme.	Increase IPSPC placements by 10% by June 2025	June 2025

Priority Five: To prevent rough sleeping but where it does occur, it's rare, brief and doesn't happen again.

Measures of Success:

- 1) **Number of people counted rough sleeping through the annual snapshot**
- 2) **Number of people moved on to sustainable accommodation from off the streets accommodation**
- 3) **Number of people who have formerly slept rough returning to the streets**
- 4) **Length of time spent on the streets by those sleeping rough**
- 5) **Number of sessions delivered to or partners to provide additional support to those rough sleeping**

Objective	Activity	SMART	Target date
	Increase awareness of Street Link to local residents (this application enables	Increase promotional campaign including local	June 2025 and ongoing

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Raise awareness of the causes and solutions to rough sleeping	members of the public to connect people sleeping rough with the local services that can support them)	advertising at council assets by June 2025	
	Provide training to relevant agencies including Police Officers, Park Guard and Adult Social Care so that they can provide the highest level of support for rough sleepers and signpost them to the correct services	Deliver a training session to each identified service area by March 31 st 2026	March 31 st and ongoing
Develop innovative accommodation and support solutions for the most marginalised groups	Expand existing Housing First provision to support more people for whom other service models do not work to access housing and live healthy and fulfilled lives	Increase Housing First provision up to 18 properties by September 2024	September 2024 & Annual Review
	Access specialist government funding to develop accommodation options for as identified through ongoing strategic commissioning analyses	Commission new Housing First service via secured Single Homelessness Accommodation Programme (SHAP) funding by March 31 st 2025 – 24 new units.	March 31 st 2025 and Ongoing
		Successfully apply for new Rough Sleeping Initiative funding for FY 2025-26	February 2025
	Build on existing provision for women rough sleepers to ensure more routes into services and off the streets for women, including learning from the Women's Rough Sleeping Census	Ensure promotional campaign has a focus on women's rough sleeping Deliver briefing on census reports to Housing SMT in November 2024	Ongoing November 2024
	Deliver a pilot study of embedding a social work senior practitioner in the Ending Rough Sleeping Team who will support people rough sleeping to access support from Adult Social Care, upskill	Pilot study completed with recommendations by March 2025	March 2025

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	partner agencies, and build links with Adult Social Care Teams		
	Develop new off the streets accommodation options to allow safe assessment and links into wider pathways	Commission a Staging Post model to provide an immediate off the streets option by March 31 st 2026 (subject to funding availability)	Annual Review
	Review Severe Weather Emergency Accommodation Protocol (SWEP) in light of significant increase in rough sleeping since 2022 to ensure system capacity is sufficient to demand	Review completed with recommendations by November 2024 Develop new model through procurement of core contracts by March 2026	November 2024
Build new and strengthen existing partnerships with local partners, the NEL subregion and the national Rough Sleeping Initiative	Develop collaborative partnerships with sub-regional boroughs, co-commissioning services where there is sufficient need and opportunity, including staging post accommodation to support with reconnection work to other areas / countries	Commission a subregional reconnection service (subject to funding)	Ongoing
	Build relationships with health services to ensure better outcomes for rough sleepers, including Integrated Care Boards, Neighbourhood Mental Health Teams, Public Health, GP practices and Substance Use services	Deliver integrated health and street outreach / day centre pilot with Health E1 specialist GP	October 2024 to March 2025
	Strengthen links with prison and probation services, including CAS 3 Accommodation Programme and Strategic Housing Specialists, with aim to ensure no one rough sleeps on release from prison	Consider commissioning Critical Time Intervention service, possibly with subregional partners (subject to available funding)	Ongoing
	Establish a Rough Sleeping Forum for to improve links and best practice sharing	Plan forum autumn 2024	December 2024

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	with delivery partners and a Rough Sleeping Strategic Group to facilitate strategic coordination of borough wide response to rough sleeping	Aim to have first forum December 2024	
Ensure commissioning is data and evidence led as well as co-produced with those who have used rough sleeping services	Undertake data analysis to understand where increased flow to the streets is coming from and target interventions and preventative work accordingly		Annual Review
	Learn from other borough's approaches to involving lived experience within commissioning and develop an appropriate action plan	Apply to join Make Every Adult Matter Network for support project planning co-production approaches	October 2024
Develop a targeted prevention approach to target early interventions and reduce risk of rough sleeping	Develop prevention approaches in collaboration with Hostels, Housing Options and Adult Social Care	Develop joint recommendations for approval by March 2025	Annual Review
	Identify trends, particularly in relation to cases of repeat homelessness, to understand who may require more support than others to sustain a tenancy in the future	Undertake analysis as part of core contract recommissioning in 2025-26.	2025-26
Improve access to and outcomes from health and social care services for people rough sleeping.	Coordinate a Homelessness and Rough Sleeping Health Strategic Group.		July 2024 (and every 8 weeks thereafter)
	We will ensure that all existing safeguarding forums are being utilised by commissioned services to a partnership approach.	Rough Sleeping Social Worker to attend team meetings and explain existing forums /circulate panel guidance	March 2025
	Following the Rough Sleeping Health Needs Assessment 2024, we will embed learning to help improve our service.	Recommendations to be finalised with TH Public Health Team and ratified by Health Strategic Group	Action Plan by September 2024, ongoing thereafter
	We will ensure effective joint working across our substance use pathway in the council.	Rough Sleeping Commissioner to attend Substance Use Pathway redesign working groups	Annual Review

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		Rough Sleeping Manager to attend Hostels and Substance Use Partnership Meetings	
	To help us to work in partnership with mental health services, we will explore all options for co-location of professionals.	Provide briefing paper with options by September 2025	September 2025

Priority Six: Boost staff resilience and wellbeing.

Measures of success:

- 1) **Staff satisfaction (as measured by corporate survey and service surveys)**
- 2) **Average number of cases held by officers**
- 3) **Number of training sessions attended by housing options staff**
- 4) **New starter satisfaction with the induction process**
- 5) **Amount of time saved for staff members through the delivery of IT enhancements**
- 6) **Staff turnover rate**

Objective	Activity	SMART	Target date
Improve our learning and development offer for staff.	Put in place a tailored learning and development programme	Training and induction plans to be in place by July 2025	Ongoing
	Establish a system for collecting staff feedback on all training.		November 2024

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	Put in place a comprehensive induction programme for all new staff, including new starter pack and new starter checklist	Training and induction plans to be in place by July 2025	July 2025
	Implement training for all line managers on effective management and staff wellbeing	Training plan in place by October 2024	October 2024, ongoing review
	Recruit a dedicated training coordinator to work with staff		September 2024
	Investigate potential training opportunities utilising the Apprenticeship Levy	Produce briefing note with recommendations by December 2024	December 2024, ongoing review
	Roll out reflective practice sessions for staff		December 2024
	Equip our managers through training to provide effective wellbeing support for staff		December 2024, ongoing review
Enforce the council's customer code of conduct policy and protect staff from abuse.	Raise awareness of our code of conduct policy among residents and work with council partners to address breaches of policy		Ongoing
Improve the working environment.	Review the current Residents' Hub and identify any improvements required	Consult staff and clients with lived experience to develop recommendations for consideration by April 2025	April 2025
Work with staff to design service improvements to improve wellbeing	Recruit a dedicated service improvement practitioner		October 2024
	Establish a wellbeing working group		February 2025
	Implement regular staff engagement sessions focused on providing opportunities for open communication	Full staff meetings to be held every four months	Ongoing

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	Put in place a clear schedule for team meetings	Managers to ensure team meetings happen as scheduled and appropriate records maintained	September 2024
	Develop team-building activities and away days to promote morale		Ongoing
	Undertake reviews of staff wellbeing and stress	Review to be completed by January 2025	Ongoing
	Develop a system for gathering anonymous feedback from staff on their experiences in the service, particularly with regards to management		December 2024
Invest in our workforce to ensure that the service grows in response to the rising homelessness demand and implement measures to manage staff caseloads.	Recruit 30 new positions within Housing Options	Complete recruitment by December 2024	December 2024
	Develop a caseload weighting system to help manage caseloads for those in high pressurised frontline roles		December 2024
Put in place improved systems, tools and processes to help staff in their roles.	We will deliver an IT Transformation programme in the service to streamline systems and remove duplication of activities	Produce a brief for the IT transformation programme by March 2025	Early 2026
	Put in place a comprehensive training programme to accompany IT changes, including easy-to-use manuals and video tutorials for different functions.	See above, this will be part of the transformation programme	Ongoing
	Ensure a suite of up-to-date and easy to access policies and procedures are in place for staff	Appoint specialist consultants to undertake a review of our processes and structure and act on the agreed recommendations by December 2024	December 2024