

Appendix 1 – Homelessness Prevention and Rough Sleeping Strategy Action Plan

Partnership and Collaboration

	Strategic Action	Action	Outcome
1.1.1	Establish a Homelessness Partnership Board for Thurrock, bringing together partners from the public, private and community, voluntary and faith sectors as well as those with lived experience to tackle homeless in the borough	Establish the Homelessness Partnership Board	Forming a board to achieve the key strategic aims included within the HPRSS through this jointly developed and owned action plan
1.1.2	Establish a Homelessness Partnership Board for Thurrock, bringing together partners from the public, private and community, voluntary and faith sectors as well as those with lived experience to tackle homeless in the borough	Identify and invite 'experts by experience' to join the Homelessness Partnership Board	Better understanding to shape and deliver the HPRSS action plan from the perspective of those with lived experience of homelessness
1.2.1	Commit to work closely with London authorities to reduce the impact of out-of-borough placements of homeless households in Thurrock	Investigate options to improve working relationships with London boroughs and set up information sharing agreements	Improved notification and interaction with London boroughs with a reduction in impact of temporarily or permanently placed households in Thurrock
1.2.2	Commit to work closely with London authorities to reduce the impact of out-of-borough placements of homeless households in Thurrock	Engage in ongoing exploration of 'Capital Letters' scheme for Essex	Improved pan-Essex working to support homeless households
1.2.3	Commit to work closely with London authorities to reduce the impact of out-of-borough placements of homeless households in Thurrock	Undertake an initial assessment to identify the number of out-of-borough placements made in Thurrock, and any accompanying needs within households	A detailed understanding of the current situation in Thurrock and establish a baseline for future work
1.3.1	Work with stakeholders and the community, voluntary and faith sector to address the support, education, training and employment needs of vulnerable people	Support and engage in the development and maintenance of the Stronger Together directory as a central point of information relating to community, voluntary and faith sector groups	A detailed, central information source which is regularly consulted to signpost individuals to appropriate support and assistance

	Strategic Action	Action	Outcome
1.3.2	Work with stakeholders and the community, voluntary and faith sector to address the support, education, training and employment needs of vulnerable people	Improve links with community led local development (CLLD) programme in Tilbury to support unemployed people into work	Increased number of people gaining necessary skills, qualifications, experience and confidence to enter the jobs market in Tilbury and beyond
1.3.3	Work with stakeholders and the community, voluntary and faith sector to address the support, education, training and employment needs of vulnerable people	Develop support opportunities for young people at higher risk of harm due to experiencing homelessness	Increased support provided to this vulnerable group
1.4.1	Share knowledge between partners to improve the identification of individuals experiencing rough sleeping in Thurrock in order to provide appropriate and timely support	Develop a communications campaign to increase the detail provided in StreetLink referrals	More detailed referrals to be received which will better support the identification of individuals experiencing rough sleeping
1.4.2	Share knowledge between partners to improve the identification of individuals experiencing rough sleeping in Thurrock in order to provide appropriate and timely support	Develop a communications campaign for the voluntary sector to improve identification of people experiencing rough sleeping	Increased number of organisations with knowledge and confidence to identify and refer rough sleepers for support
1.4.3	Share knowledge between partners to improve the identification of individuals experiencing rough sleeping in Thurrock in order to provide appropriate and timely support	Develop and deliver rough sleeper awareness training to officers and partners	Improved understanding and awareness of rough sleeping for key stakeholders
1.4.4	Share knowledge between partners to improve the identification of individuals experiencing rough sleeping in Thurrock in order to provide appropriate and timely support	Investigate tools and methods which can be used to gather intelligence for identifying individuals experiencing rough sleeping across a large geographic area	Wider range of sources of intelligence available for identifying rough sleepers

Health and Wellbeing

	Strategic Action	Action	Outcome
2.1.1	Redefine and simplify pathways for vulnerable households to access health and wellbeing services across the borough, especially in relation to mental health	Maintain the Mental Health and Homelessness Forum to bring together professionals and practitioners for information sharing and training	An established network to support professionals and practitioners, and to assist with the delivery of the HPRSS action plan
2.1.2	Redefine and simplify pathways for vulnerable households to access health and wellbeing services across the borough, especially in relation to mental health	Undertake a mapping exercise to identify all existing health and wellbeing provision across the borough with entry mechanisms and details of support provided	An improved understanding of current health and wellbeing provision to determine areas for further focus and development
2.1.3	Redefine and simplify pathways for vulnerable households to access health and wellbeing services across the borough, especially in relation to mental health	Develop stakeholder understanding regarding referral pathways to mental health services and wider networks, and work to streamline where possible	An improved understanding and refinement of referral pathways to enable those supporting people experiencing homelessness to direct them to access appropriate support
2.2.1	Increase awareness of the physical impact of homelessness and work with partners to improve access to primary care services for those experiencing rough sleeping	Identify options to fill gap in access to primary care services for people with no fixed abode or living in temporary accommodation	Improvements in access to primary care services for those with no fixed abode or living in temporary accommodation

	Strategic Action	Action	Outcome
2.2.2	Increase awareness of the physical impact of homelessness and work with partners to improve access to primary care services for those experiencing rough sleeping	Explore ways to expand primary care mental health practitioner project to other localities in the borough	Improvements in access to primary care mental health services across localities
2.2.3	Increase awareness of the physical impact of homelessness and work with partners to improve access to primary care services for those experiencing rough sleeping	Develop and deliver an training and communications campaign to raise awareness of the impact of homelessness on physical health	Improved awareness and understanding of impact of homelessness on health
2.2.4	Increase awareness of the physical impact of homelessness and work with partners to improve access to primary care services for those experiencing rough sleeping	Identify an approach to reduce inequality in accessing health and wellbeing services, including preventative screenings	Increased number of people who are homeless or at risk of homelessness accessing health and wellbeing services
2.3.5	Increase awareness of the physical impact of homelessness and work with partners to improve access to primary care services for those experiencing rough sleeping	Develop the relationship with primary care networks to improve the recording and referral of homeless households	Improved understanding of prevalence of health needs in homeless households across the borough and increased utilisation of 'duty to refer'
2.3.1	Explore opportunities to deliver improved services to armed forces veterans who are homeless or at risk of homelessness	Assess current policies and practice against guidance and suggested actions outlined in the local authority toolkit produced by the Royal British Legion	An identification of areas for policy and service improvements to better support armed forced veterans who are homeless or at risk of homelessness in Thurrock

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2.3.2	Explore opportunities to deliver improved services to armed forces veterans who are homeless or at risk of homelessness	Undertake an analysis exercise to understand the number of armed forces veterans which are known and unknown to the Council	An improved understanding of the number of armed forces veterans in the borough to better inform service provision
2.3.3	Explore opportunities to deliver improved services to armed forces veterans who are homeless or at risk of homelessness	Proactively engage with armed forces charities to develop support and referral pathways	Improved relationships and pathways with specialist organisations to better support armed forced veterans
2.4.1	Review and revise the existing joint protocol for supporting those at risk of homelessness as a result of fleeing domestic and sexual abuse	Review and revise the existing joint protocol for supporting those at risk of homelessness as a result of fleeing domestic and sexual abuse Review and analysis of DASH risk assessments to identify trends	An up-to-date protocol which meets current and forecasted needs
2.4.2	Review and revise the existing joint protocol for supporting those at risk of homelessness as a result of fleeing domestic and sexual abuse	Identify other joint protocols relating to homelessness and establish a review schedule	An established schedule to revise, review or develop protocols between Housing and other appropriate partners to support those who are homeless or at risk of homelessness

Provision and Accessibility

	Strategic Action	Action	Outcome
3.1.1	Explore options to increase council-owned temporary accommodation available within the borough	Identify opportunities to increase the provision of council-owned temporary accommodation	A reduction in the use of more costly forms of temporary accommodation, including those out-of-borough
3.2.1	Review the Winter Night Shelter to assess its impact in order to guide future provision	Undertake a review and identify lessons learned from the Winter Night Shelter in Winter 2019/20	An understanding of successes and areas for development following the 2019/20 Winter Night Shelter
3.2.2	Review the Winter Night Shelter to assess its impact in order to guide future provision	Engage with delivery partners for the Winter Night Shelter in Winter 2019/20 to explore options for SWEP accommodation for Winter 2020/21	A range of accommodation options available as emergency accommodation for 2020/21
3.2.3	Review the Winter Night Shelter to assess its impact in order to guide future provision	Monitor Government and Public Health guidance to shape provision for Winter 2021/22	Establish a position to deliver the provision of a winter night shelter in Winter 2021/22

	Strategic Action	Action	Outcome
3.3.1	Develop new social housing in the borough to be let at levels within Local Housing Allowance rates	Progress and maintain the Council's HRA development plan	Ongoing supply of new council-owned social housing
3.3.1	Develop new social housing in the borough to be let at levels within Local Housing Allowance rates	Develop closer working and increased engagement with Housing Associations to increase availability of other affordable housing across the borough	Ongoing and increased supply of non-council-owned affordable housing
3.3.3	Develop new social housing in the borough to be let at levels within Local Housing Allowance rates	Undertake an annual review of required property mix to inform social housing development plans	A maintained and informed understanding of the borough's social and affordable housing needs
3.3.4	Develop new social housing in the borough to be let at levels within Local Housing Allowance rates	Explore options for housing provision through S106 contributions on private developments	An understanding of available opportunities for alternative affordable housing within Thurrock
3.4.1	Engage with landlords in the private rented sector to secure safe, suitable and affordable accommodation for homeless households	Improve engagement with PRS landlords through Landlord Forum	Increased number of landlords working with the council to offer accommodation for longer-length tenancies

	Strategic Action	Action	Outcome
3.4.2	Engage with landlords in the private rented sector to secure safe, suitable and affordable accommodation for homeless households	Improve landlord understanding of the Council's homelessness prevention duties	Increased opportunities for mediation and alternative solutions to private rental sector evictions
3.4.3	Engage with landlords in the private rented sector to secure safe, suitable and affordable accommodation for homeless households	Work with Private Sector Housing team to improve quality of PRS accommodation across the borough	Increased standard and quality of private rental sector accommodation to support health and wellbeing of residents

Customer Excellence

	Strategic Action	Action	Outcome
4.1.1	Ensure that training regarding homelessness legislation and best practice is available for council staff and partners involved in supporting homeless households in Thurrock	Develop and deliver a regular training programme for staff and partners who interact with those who are experiencing, or are at risk of, homelessness	Increased knowledge and understanding across council staff and partners to better support people
4.1.2	Ensure that training regarding homelessness legislation and best practice is available for council staff and partners involved in supporting homeless households in Thurrock	Create and maintain a set of resources which can be used by staff and partners to provide consistent advice and guidance	Increased and consistent knowledge and understanding through a readily available toolkit
4.1.3	Ensure that training regarding homelessness legislation and best practice is available for council staff and partners involved in supporting homeless households in Thurrock	Increase the knowledge of members around homelessness and the advice they can provide	Increased knowledge and understanding across members to better support people
4.2.1	Consider ways in which the council could develop support and accommodation options for people with complex needs	Develop a proposal for supported accommodation in partnership between Housing, Adult Social Care and Children's Services	A detailed proposal to understand what a provided service would look like

	Strategic Action	Action	Outcome
4.3.1	Engage with those with lived experience of homelessness to support future service and policy development and design	Develop an engagement and feedback approach with people with lived experience of homelessness alongside partners such as Sanctuary and Open Door	Established opportunity for the council to gain valuable feedback from
4.3.2	Engage with those with lived experience of homelessness to support future service and policy development and design	Engage with organisations across the homelessness sector to develop tools and methods for meaningful engagement	Increased knowledge and understanding of best practice based on sector expertise to shape the council's approach
4.4.1	Build a directory of specialist knowledge and skills, embedding officers with these skills directly into the homelessness service where possible, to provide timely and appropriate support to homeless households in need	Undertake an analysis of the support which is identified as being required by people who are experiencing homeless or are at risk of homelessness, and compare that with current provision	A detailed understanding of the strengths of service delivery as well as identification of gaps of specialist knowledge or skills
4.4.2	Build a directory of specialist knowledge and skills, embedding officers with these skills directly into the homelessness service where possible, to provide timely and appropriate support to homeless households in need	Undertake an analysis of specialisms and skills across Thurrock Council and partnering organisations in relation to supporting homeless households	Identification of specialist skills and knowledge which could support homeless households