

Homelessness and Rough Sleeping Delivery plan 2022/23 to 2027/28

Progress Update –2024

Theme 1 - Preventing Homelessness

Ref:	Action	Lead Organisation	Lead Job Title	Status	Comments
4.1 (a)	Effectively resource the homelessness prevention model within Sandwell Council's Housing Solutions Service	Sandwell Council	Business Manager – Housing Solutions	Complete	Recruitment complete with the exception of 1 FTC post
4.1 (b)	Analyse data and trends relating to homelessness presentations and outcomes to understand intervention points, patterns of homelessness and effective action	Sandwell Council	Operations Manager – (People) Housing solutions. Assisted by strategy policy and performance analyst	Complete	<p>Complete. Environmental and economic changes has shifted demand drivers slightly to increase PRS evictions/ unaffordability.</p> <p>Largest proportionate demands in context are:</p> <ul style="list-style-type: none"> • Help me meet my rent payments/ with my arrears • Help me find more affordable housing • Help me increase my income/ reduce my debt

					<ul style="list-style-type: none"> • Help me escape domestic abuse • Help me move out of my family home – overcrowded • Help me move out of my family home – relationship issues
4.1 (c)	Develop a training programme on the work of Housing Solutions for key partners to include job shadowing	Sandwell Council	Business Manager – Housing Solutions	Complete	Complete with training sessions to begin in September 2023
4.1 (d)	Continue to promote and enhance Call Before You Serve within the PRS to develop communication channels to inform us as early as possible of forthcoming tenancies at risk	Sandwell Council	Operations Manager – (PRS) Housing Solutions	On track	Demand continues to grow with additional staff now trained in the service
4.1 (e)	Embed the homelessness support model with the Domestic Abuse Needs Assessment & Strategy – making best use of New Burdens funding	Sandwell Council	Business Manager – Housing Solutions	Complete	Actions have been embedded for some time and support has improved

4.1 (f)	Develop a Duty to Collaborate across key partners to ensure a key worker model is successful and that we can reduce the need for a customer to repeat their story	Sandwell Council	Business Manager – Housing Solutions	On track	The West Midland Combined Authority are progressing a regional Duty to Collaborate which will encompass this
4.1 (g)	Develop a robust partnership led toolkit for homelessness prevention and intervention based on understanding the real problems to solve and intelligence gathered as part of 4.1 (b)	Sandwell Council	Strategy Officer – Housing Solutions	On track	Work has started with a co-designed pilot between two third sector organisations from September 2024
4.1 (h)	Implement a robust training and development plan for the new Housing Solutions delivery model	Sandwell Council	Strategy policy and performance – Housing Solutions	Complete	Training delivered and new training and skills matrix in place to upskill staff over next 12 months

Theme 2 - Improve Communication, Education and Engagement

Ref:	Action	Lead Organisation	Lead Job Title	Status	Comments
4.2 (a)	Raise awareness of the Housing Options service with partners and customers to ensure that opportunities for prevention and early intervention can be maximised	Sandwell Council	Business Manager – Housing Solutions	On track	New communications and promotion plan in development now enhanced operational capacity is in place. The new communications plan will go live in September 2024 after the launch of the new council website
4.2 (b)	Develop a Sandwell Communications and Promotion Plan with a clear brand for homelessness and rough sleeping support which is used in all future communications and promotion of the service	Sandwell Council	Strategy policy and performance – Housing Solutions	On track	
4.2 (c)	Develop effective communication channels geared around demand i.e. targeted at the top reasons for homelessness specific to Sandwell	Sandwell Council	Operations Manager – Housing Solutions (People)	On track	

4.2 (d)	Map partners and stakeholders and identify the role of each key partner in early intervention and prevention and in addressing the risk of homelessness	Sandwell Council	Strategy Officer – Housing Solutions	Not started	
4.2 (e)	Identify the key communications and promotion messages based on an assessment of the intelligence gathered under 4.1 (b)	Sandwell Council	Strategy Officer – Housing Solutions	Complete	In place and will inform the communications and promotion plan
4.2 (f)	Introduce webchat service within Housing Solutions to enhance the access channels for customers, allowing more self-service advice and homelessness application	Sandwell Council	Business Manager - Housing Solutions	On track	Being explored as part of corporate contact centre provision
4.2 (g)	Review the Sandwell Council website and ensure it encompasses the new service design, consistent brand and robust information and guidance	Sandwell Council	Strategy policy and performance – Housing Solutions	On track	Initial review of all content completed and information updated. The new council website went live in late 2023 and the Housing Solutions content is being

					further rebranded during October and November 2024 (phase 2)
4.2 (h)	Develop a panel of customers with lived experience of homelessness/ rough sleeping to support reviewing customer satisfaction and to continually review the processes and information provided	Sandwell Council	Operations Manager – (People)	Off track	To be established from September 2024 when new operating model is embedded and stabilised. This was postponed due to delays in implementation and increased service demand taking away the intended capacity.
4.2 (i)	Ensure panel representation on the Sandwell Homelessness Partnership Board	Sandwell Council	Business Manager – Housing Solutions	Off track	See above

Theme 3 - Enhancing Housing Options

Ref:	Action	Lead Organisation	Lead Job Title	Status	Comments
4.3 (a)	Develop a clear understanding of market demand and capacity with associated Gap Analysis	Sandwell Council	Business Manager – Housing Solutions	Complete	General needs analysis complete. Focused needs analysis for single people and supported housing completed in October 2023 ahead of market engagement. New tender developed in line with findings. New provision to commence in October 2024
4.3 (b)	Develop a housing strategy and housing needs assessment	Sandwell Council	Business Manager – Housing Solutions	Complete	
4.3 (c)	Petition national government around affordable LHA rates to increase allowance in line with market rent pressures	Sandwell Council	Business Manager – Housing Solutions	Complete	Work commenced through MAG. Briefing paper produced setting out challenge. Various forums utilised to raise the issue
4.3 (d)	Enhance the current incentive model for the PRS to secure housing for people who are at risk of or already homeless – explore	Sandwell Council	Operations Manager – Private rented sector	On track	Top up model being piloted Being supported by corporate Commercial manager post and additional incentives in place.

	the option of a Social Lettings Agency or Lease Scheme				Feasibility study to be completed by end of September 2024 – this will generate recommendations to Strategic Leadership Team
4.3 (e)	Implement the new structure and operating model for PRS support and standards team and work within the sector to improve quality of stock and tenancy management to prevent evictions and unsafe properties	Sandwell Council	Operations Manager – Private rented sector	Complete	Final structure in place and recruiting to remaining posts
4.3 (f)	Develop Housing Solutions Forum to help prevent homelessness and explore totality of stock options across the borough	Sandwell Council	Business Manager – Housing Solutions	Complete	Forum established with regular sub group meetings
4.3 (g)	Negotiate and implement a nominations Agreements in partnership with providers to increase the proportion of stock provided through nominations	Sandwell Council	Business Manager – Housing Solutions	Complete	Providers have signed the new nominations agreement

4.3 (h)	Carry out a systems review of Supported Housing provision and processes to ensure rapid access to suitable accommodation, tailored to the needs of clients	Sandwell Council	Operations Manager (Property)	Complete	New design proposal completed and will be used to influence the market, growth of supported exempt provision and new commissioning cycle. Internal review of the service completed and new proposals developed to create a new singles hub
4.3 (i)	Utilise housing needs analysis data and intelligence gathered under 4.1 (b) to inform the property acquisition and new build programme	Sandwell Council	Operations Manager (Property)	Complete	This has been completed and is being fed in to the programme. This will be monitored and refreshed as required

Theme 4 - Improving partnership collaboration and whole system

Ref:	Action	Lead Organisation	Lead Job Title	Status	Comments
4.4 (a)	Develop a Partnership Redesign sub group	Partnership Board sub-group	Strategy Officer – Housing Solutions	Not started	Work to commence in August 2023
4.4 (b)	Build a picture of the whole system across all sectors to understand opportunities to intervene and design an end to end system	Partnership Board sub-group	Strategy Officer – Housing Solutions	On track	
4.4 (c)	Identify options to change the system to address issues and maximise opportunities – identify short, medium and long-term action plan	Partnership Board sub-group	Strategy Officer – Housing Solutions	Not started	
4.4 (d)	Develop options to improve the system as a partnership body	Partnership Board sub-group	Strategy Officer – Housing Solutions	Not started	
4.4 (e)	Pilot and test new ways of working as a partnership	Partnership Board sub-group	Strategy Officer –	Not started	

	body based on the findings of 4.4 a-d		Housing Solutions		
4.4 (f)	Review pilot outcomes and roll-in any new ways of working	Partnership Board sub-group	Strategy Officer – Housing Solutions	Not started	
4.4 (g)	Implement quick-wins from the Build a Picture phase above	Partnership Board sub-group	Strategy Officer – Housing Solutions	Not started	
4.4 (h)	Identify opportunities to remove/ mitigate key risk points	Partnership Board sub-group	Strategy Officer – Housing Solutions	On track	
4.4 (i)	Map out and understand the agencies involved in support for customers	Partnership Board sub-group	Strategy Officer – Housing Solutions	Not started	
4.4 (j)	Establish cross partnership working and improve data sharing	Partnership Board sub-group	Strategy Officer – Housing Solutions	Not started	
4.4 (k)	Develop joint customer support plans	Partnership Board sub-group	Strategy Officer – Housing Solutions	Not started	

4.4 (l)	Develop a health pathway to ensure that people at risk of or already rough sleeping have access to mental and physical health support	Sandwell Council	Public Health Lead/ Operations Manager - people	On Track	Commenced in line with the RSI bid
4.4 (m)	Embed health risk assessments when considering and informing housing options	Sandwell Council	Public Health Lead	Not started	

Theme 5 - Eliminating rough sleeping

Ref:	Action	Lead Organisation	Lead Job Title	Status	Comments
4.5 (a)	Promote the Rough Sleeper notification channels and ensure ease of access to report rough sleepers in the borough	Sandwell Council	Operations Manager (People)	Complete	Promoted through various channels and multiple means of reporting established
4.5 (b)	Enhance the current outreach provision through joint working with partnership increase coverage and share intelligence	Sandwell Council	Operations Manager (People)	Complete	Joint meetings with WMCA Multi agency meetings with regional partners on locality footprints
4.5 (c)	Understand the cross-sector resources that can be utilised and map this shared capacity	Sandwell Council	Operations Manager (People)	Not started	
4.5 (d)	Map out voluntary sector capacity to support rough sleepers with meeting their holistic support plan	Sandwell Council	Operations Manager (People)	On track	Work underway around drug and alcohol and mental health provision
4.5 (e)	Identify gaps in provision and identify possible solutions/ provision	Sandwell Council	Operations Manager (People)	On track	Within existing resources

4.5 (f)	Develop partnership pathway for households with NRPF to ensure we make best use of resources whilst remaining in line with use of public resources	Sandwell Council	Adults Social Care TBC	Complete	New protocol in place and working and secured 10 units of discharge accommodation for people with NRPF
4.5 (g)	Mainstream the prison/probation move on pilot and provision	Sandwell Council	Operations Manager (People)	Complete	Embedded as part of Complex Hub
4.5 (h)	Mainstream the hospital discharge pathway and move on provision	Sandwell Council	Operations Manager (Property)	Complete	Embedded as part of Complex Hub
4.5 (i)	Develop the complex accommodation provision at Holly Grange and establish effective move on pathway	Sandwell Council	Operations Manager (People)	No longer active action	This has had to be ceased due to demand for family TA
4.5 (j)	Consider the option of developing (in a controlled way) the Supported Exempt Accommodation market in Sandwell – where providers work in partnership with Housing Solutions Service	Sandwell Council	Business Manager – Housing Solutions	On track	New proposal explored and negotiations underway with internal service responsible for the applications and three new providers submitted applications in Q1 of 2024/25

Theme 6 - Making best use of resources

Ref:	Action	Lead Organisation	Lead Job Title	Status	Comments
4.6 (a)	Develop and embed the new strategy, policy and performance capacity, embedding this as part of the partnership governance arrangements	Sandwell Council	Business Manager – Housing Solutions	Complete	Recruitment now complete – first full performance board process completed. Key messages and summaries from the sessions will be fed back to the Homeless Partnership Meeting
4.6 (b)	Ensure horizon scanning for opportunities and identify opportunities for bids	Sandwell Council	Business Manager – Housing Solutions	Complete - ongoing	The national preparations for elections had reduced opportunities for funding bids. It is anticipated that these will not recommence until late 2024