



2019 - 22

THREE YEAR PLAN



A world that cares

Everyone has a home or at least a bed for the night

www.sloughhomeless.org.uk

THREE YEAR PLAN 2019 - 2022

Summary

We believe in a fair and equal society, one that cares about everyone having a home. The solution to the national housing crisis is to build more social housing. Our priority for the next three years is to implement our strategy to end rough sleeping in Slough and ensuring everyone has a home or at least a bed for the night. This will be achieved through working in partnership with Trinity and investing in three key areas; governance, quality and leadership. Following our strategy we will ensure that our governance structure is fit for purpose for the next three years, we will invest in our quality systems and we will continue to progress our influence in local policy and service development. We anticipate reducing the numbers of people rough sleeping in Slough to zero.

Priorities

Governance

Following the adoption of our strategy and feedback from our grant activity we need to reverse our decision to merge and continue to work in close partnership with the Trinity group with Trinity Homeless Projects as the umbrella charity providing leadership, management and services.

Quality

Having re-established our service in the heart of Slough we are refocusing our efforts on reducing the time people spend living on the streets and ultimately reducing the numbers of people sleeping rough in Slough to zero.

Leadership

We have built credibility by becoming the largest provider of rough sleeper services in Slough, through our impact reports and our ability to build relationships within the sector. We have presented our strategies to both central and local government and we are seeing Slough Local Authorities investing in our strategy. We have started to make progress with community and voluntary sector organisations and we are leading on a national project to coordinate approaches.

Programme

Governance

Following our strategy, renew our partnership with Trinity.
Ensure the charity has a minimum of one Trustee with distinct responsibility for SHOC.
Recruit a Trustees to fill the Finance skills gap.

Quality

Every guest will be verified with the Council Homeless Team and receive a Personal Housing Plan.
We are investing in our data collection, management and staff training.
Current staff will receive training in Supported Housing as we transition to a housing model.

Leadership

We are creating multi-departmental development teams across the group to design and implement new policies and procedures.
We are leading on Voluntary Sector inclusion into the local Homeless Strategies.
We are coordinating work with local grass roots activists.
We are leading on Community and Business, coordinating Private, Public and Voluntary Sector work.
We are leading on a national programme for evidence based solutions for rough sleeping.

Plan

We will reduce the average length of time living on the streets in Slough from 1.3 years to under 6 months in the first year and to zero by the end of the third year, reducing the dependence and need for day services in Slough. We will continue to find individual housing solutions for people and will work closely with Trinity in referring people into Temporary and Supported Housing options being developed in Slough.

Reduce Rough Sleeping in Slough

	2019	2020	2021
Estimated number of people sleeping rough	70	50	24
Estimated number of people new to the streets	52	52	52
Estimated number of people sleeping rough total	122	102	76
People housed through SHOC	30	30	30
New Temporary Emergency Housing	36	36	36
New housing for people with no recourse to benefits	6	12	12
Total people housed	72	78	78
People remaining living on the streets	50	24	0
New Supported Housing	20	20	20
New Affordable Housing	10	15	15
Percentage of people rough sleeping housed	59%	76%	100%

Housing First

A short word on Housing First as a solution in Slough. Housing First has ended rough sleeping in Finland and some Canadian and American states. This has been a long process and does not operate in isolation to other housing options. The current welfare benefit restrictions exclude people under 35 years of age from affording single occupancy tenancies unless they are social tenants and there is an acute lack of social housing. The only current option is the Private Rented Sector (PRS). For people over 35 years of age the same restrictions to the PRS remain. Housing First may well be the solution to the 'ladder issue' of people moving through a series of temporary options first, but until we build more social housing we cannot ignore the current crisis.

Performance Indicators

	SHOC	ON TRAC
<i>TIME LIVING ON THE STREETS</i>	60%	Reduction from Avg. 456 days to 182 days in 12 months
<i>PEOPLE HOUSED</i>	30%	Percentage of current guests assisted into housing
<i>IN TREATMENT</i>	54%	Guests with a treatment need - mental health & physical health
<i>SUPPORT PLANS</i>	100%	Percentage of current guests with active plans
<i>STAFF ATTENDANCE</i>	90%	Unplanned
<i>STAFF COACHING</i>	90%	Monthly coaching and On TRAC
<i>KITCHEN CHECKS</i>	100%	Daily
<i>H&S CHECKS</i>	100%	Weekly
ON TRAC	70%	Of total KPIs

ENDING ROUGH SLEEPING



Sleeping in a Bag

The average life expectancy in Britain is 80 years

For someone sleeping rough it's 43 years

We estimate we need to provide housing solutions for over 220 people sleeping rough in Slough every year for the next three years

We can end the need for rough sleeping by ensuring everyone has a home or at least a bed for the night

a Bed



We believe everyone has the right to a home or at least a bed for the night

Strategic rough sleeper forum

Community forum

Ensure everyone gets the help they need

Advertise existing services
Improve information

Increase the effectiveness of the Rough Sleeper Count

Increase Outreach Services

Everyone has a Personal Housing Plan

Shared Case Management

Making Every Adult Matter

Transition away from dependence on Day Services and street feeding

Emergency Temporary Accommodation

Housing for non UK EU Nationals with NRPF

a Room



Our partner Trinity is the largest local provider of supported housing

Good quality, well managed shared temporary housing

National Landlords Association Accredited

Six to nine month stay

Houses in small clusters supported by a Coach

Houses not hostels or converted offices

Coaching empowers residents to successfully manage a tenancy

Coaching focusses on assets and personal resources

Job coaching

Enhanced Housing Benefit pays for the coaching

100% Local Authority referrals

a Home



We believe everyone has the right to a home

Remove financial barriers to private renting

Commercial lease for 3 -5 years

Sub-let on ASTs

Good quality, well managed shared housing

Affordable rents

Tenant Manager

In-House maintenance

Weekly cleaner

WIFI

CONNECTING PEOPLE

SUPPORTED HOUSING

AFFORDABLE HOUSING

Risk Management

RISK	OBJECTIVE	ACTION
Reduction in cash reserves with no material reduction in the numbers of people rough sleeping	Ensure cash reserves last until no longer required	Review the plan and strategy Maintain grant applications
Dependent on grant income	Raise a minimum of £60k grant income a year	Maintain grant applications
Dependent on event and donated income	Raise a minimum of £50k income a year	Maintain income generating events Maintain local communications
Time living on the streets remains high	Reduce time living on the streets from 15 months to 6 months	Introduce new policies and procedures Train staff
Loss of building	Increase lease until 2022	Maintain relationship with landlord