Preventing Homelessness and Rough Sleeping: An action plan for Reading 2026 – 2031

Action		Year to be completed	Action owners
1. Intervene early to prevent homelessness and rough sleeping			
Create and adopt a full Communications Plan to promote homelessness prevention and rough sleeping services that are visible and instil confidence			
1.1	**Develop a strategic communications plan:** Co-design a borough-wide communications plan that promotes early help-seeking, destigmatises homelessness, and builds trust in Homelessness Prevention and Housing Needs services. **Outcome**: A coordinated, inclusive and proactive approach to public messaging.	1	*RBC Housing Media & Communications Manager* *All Housing Needs Managers*
1.2	**Create a shared communications visual / planner:** Develop a Gantt chart, or similar visual, accessible via SharePoint to map weekly, seasonal, and annual communications activities, with quarterly reviews and annual refreshes. **Outcome**: Clear visibility across Housing Needs managers and SLT of planned communications across all Housing Needs service areas.	1	*RBC ICT Team* *Other statutory and VCFS partners*
Improve visibility and accessibility of homelessness services through digital and print communication			
1.3	**Deliver regular, multi-channel campaigns:** Develop and implement information, myth-busting and awareness campaigns across digital (Housing Online, Nextdoor, X, Facebook), RBC and partner websites, local media, and community networks to promote services. Messaging should include successes and positive real-life stories, as well as consistent messaging on housing option limitations, highlighting the realistic availability of accommodation. **Outcome**: Increased visibility, transparency, public understanding and engagement, and management of expectations and outcomes from partners and customers, particularly regarding housing solutions the Council and other services can offer.	1,2	*RBC Housing Media & Communications Manager* *All Housing Needs Managers* *RBC ICT Team*

Year 1: Apr 2026 – Mar 2027, **Year 2**: Apr 2027 – Mar 2028, **Year 3:** Apr 2028 – Mar 2029, **Year 4:** Apr 2029 – Mar 2030, **Year 5:** Apr 2030 – Mar 2031

1.4	**Strengthen community and partner communication:** Ensure homelessness-related content is regularly shared via RBC community sector networks to reach diverse, vulnerable and harder to reach groups and future customers of the service. **Provide accessible formats for all communications plan campaigns materials:** Ensure all communications are available in accessible formats, including hard copies where needed and distribute in key community locations for those with limited digital access. **Outcome**: Broader reach and improved awareness across all communities, inclusive messaging that reaches digitally excluded groups.	*1,2*	*RBC Housing Media & Communications Manager* *All Housing Needs Managers* *VCFS, non-statutory and statutory stakeholders*
1.5	**Incorporate stakeholder and customer consultation outcomes and feedback:** Establish a feedback loop with internal teams, external partners, service users, and those with lived experience to inform improvements to online and printed materials and the messaging tone, content, and delivery of overall communications. **Outcome**: Communications that reflect lived experience and local needs and content shaped by lived experience and professional insights that enhances accessibility.	*2*	*All Housing Needs Managers* *RBC ICT Team* *Data and Performance Lead* *VCFS, non-statutory and statutory stakeholders* *Service users and those with lived experience*
1.6	**Conduct a full digital (intranet, website, social media) and literature content audit:** Review all digital content / website pages related to homelessness and rough sleeping across Council-owned and other publication platforms, and published literature, to assess accuracy, relevance, inclusivity and accessibility. **Outcome:** Up-to-date, clear, user-friendly content with inclusive language(s) and improved navigation that reflects accurate information about current services and best practice for residents and professionals seeking advice or support.	*3,4* *Most recent review 2024/25*	*RBC Housing Media & Communications Manager* *All Housing Needs Managers* *RBC ICT Team* *VCFS, non-statutory and statutory stakeholders* *Service users and those with lived experience*
1.7	**Benchmark against best practice:** Compare Reading Borough Council's homelessness communications and online content with at least 5 other local authorities or national organisations to identify gaps and opportunities. **Outcome:** Content aligned with sector-leading standards.	*3,5*	*All Housing Needs Managers*

Early identification toolkit for homelessness risk				
1.9	**Adopt the Ending Rough Sleeping Risk Assessment Tool (ERSRAT):** Once rolled out nationally, embed its use across all homelessness assessments. **Integrate ERSRAT outcomes into H-CLIC and other system workflows** to ensure consistent data capture and reporting. **Deliver training on the ERSRAT** to relevant housing needs teams and scope its use with frontline Council services e.g. Customer Fulfilment Centre to screen homelessness vulnerabilities earlier and support prevention team priorities. **Outcome:** Consistent and compliant use of ERSRAT by the Homelessness Prevention team and reporting to MHCLG, staff are equipped to spot early warning signs and intervene sooner.		2	*Rough Sleeping Initiatives (RSI) Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager* *VCFS, non-statutory and statutory stakeholders* *Data and Performance Team*
1.10	**Explore adaptation of ERSRAT to support non-homelessness specialist staff to identify early indicators of wider homelessness risk** (e.g., rent arrears, relationship breakdown, hospital discharge, school exclusions). **Outcome:** Improvements in identification of hidden homelessness and precariously housed households.		3,4	*RSI Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager* *VCFS, non-statutory and statutory stakeholders*
1.11	**Monitor and evaluate impact of ERSRAT and any other operational toolkits:** Conduct a formal evaluation of toolkit usage and impact on early referrals. **Outcome:** Evidence-based improvements to the toolkit and referral processes.		2,3,4,5	
Strengthening data sharing for early risk detection				
1.12	**Scope, and where possible, establish formal data sharing agreements:** Develop and sign formal data sharing agreements with key stakeholders (e.g. housing providers, health services, criminal justice, education, social care) to enable regular and timely access to relevant data. **Scope and, where possible, implement regular data exchange protocols:** Set up automated or scheduled data exchange processes to receive up-to-date information on indicators such as rent arrears, hospital discharges, prison releases, school exclusions, and service disengagement. **Outcome**: Consistent and secure data flow to support early intervention, timely identification of individuals at risk of homelessness.		2,3,4,5	*Homelessness Prevention Team Managers* *Housing Operations Manager* *Legal Services* *Information Governance Team* *Statutory and non-statutory stakeholders*
1.13	**Review and evaluate data sharing impact:** Conduct an annual review of data sharing effectiveness assessing how shared data has contributed to early identification and prevention. **Outcome**: Continuous improvement of data sharing practices.		3,4,5	*Homelessness Prevention Team Managers* *Housing Operations Manager* *Legal Services / IG Team*

Enhance data quality and centralised reporting

1.14	**Align homelessness and rough sleeping data collation with the National Plan for Ending Homelessness Outcomes Framework (MHCLG) metrics:** Ensure all statutory return requirements are met to truly and fully represent Reading's homelessness and rough sleeping needs. **Outcome:** Enables accurate reporting, benchmarking, and compliance with national standards. Demonstrates need and ensures we are maximising our entitlement to local authority grant funding.	*1 - 5*	*All Housing Needs Managers* *Reading ICT Team* *Data and Performance Lead / Team*
1.15	**Improve data capture for nuanced causes of homelessness:** Review, and where necessary, amend data entry fields within housing and case management systems to better distinguish nuanced causes of homelessness. **Outcome:** More accurate understanding of homelessness drivers.	*2,3,4,5*	
1.16	**Centralise data collection and reporting:** Transition all homelessness-related data capture to a single housing/case management system, eliminating the use of siloed spreadsheets – a one platform approach. **Outcome:** Consistent and reliable data for H-CLIC, Emergency Accommodation usage and SLG reporting.	*1 - 5*	
1.17	**Train staff on data quality and system use:** Deliver training to all relevant staff and managers on accurate data entry, use of centralised systems, and understanding reporting requirements. **Outcome:** Improved consistency and confidence in data handling.	*1 - 5*	
1.18	**Monitor and evaluate data quality:** Implement quarterly data quality reviews focusing on completeness, accuracy, and consistency across services. **Outcome:** Continuous improvement in data reliability.	*2*	

Data-driven identification, warning systems for early risk identification and targeted intervention

1.19	**Improve equalities data collection:** Co-design with service users/those with lived experience a revised equalities monitoring form to ensure cultural and trauma-informed responsiveness. **Outcome**: More accurate and representative data on service users.	*2*	*All Housing Needs Managers* *Service users and those with lived experience*
1.20	**Continue commissioning predictive data tools:** Maintain and enhance the use of the LIFT dashboard (or a similar predictive tool) to identify households at risk due to rent arrears, low income, and debt. **Outcome:** Ongoing data-driven targeting of prevention efforts.	*Ongoing*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *RSI Team Manager* *Data and Performance Lead*

1.21	**Explore AI enabled insight and road maps to intervene early:** Develop risk predictive tools and enable pattern detection across HCLIC, health, education data. Scope the use of AI to create automated risk alerts, a centralised warning system to flag individuals at risk of homelessness due to factors such as rent arrears, hospital discharge, school exclusions, benefit changes, frequent service use, overcrowding. Consider undertaking a place-based pilot within high-risk wards. **Outcome:** More efficient, insightful AI driven targeting of earliest intervention and prevention efforts for vulnerable households, with improved visibility and coordination across services.	*Scoping/ pilot 3* *Rollout 4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *RSI Team Manager* *Data and Performance Lead*
1.22	**Integrate qualitative and quantitative data:** Introduce a qualitative data collection tool to complement LIFT dashboard/future AI insights, focusing on early contact points with professionals or community services to better understand early intervention opportunities. **Triangulate quantitative and qualitative data:** Integrate LIFT dashboard data with other datasets (e.g. housing, health, education) and qualitative insights from service users / those with lived experience to identify and understand patterns and anomalies and where early interventions can be most effective. **Outcome:** Better understanding of early intervention opportunities, more holistic understanding of homelessness risk.	*3,4*	
1.23	**Evaluate and refine data-driven approaches:** Conduct an annual evaluation of the impact on early intervention and prevention outcomes of all data driven efforts, across housing needs. **Outcome:** Continuous improvement of data tools and targeting strategies.	*1 - 5*	
**Holistic and inclusive approaches to understanding and intervening in homelessness and rough sleeping**		
1.24	**Enhance Personalised Housing Plans (PHPs):** To ensure they address wider causes of homelessness and include signposting referrals to specialist support where needed, including financial inclusion and debt/money advice services to improve readiness for access to housing e.g. bank account access and ID support. **Scope option to provide customers with an 'easy read' PHP** that can be easily shared and understood by stakeholders and VCFS partners to ensure consistent and cross-sector support. **Outcome**: More effective and personalised PHPs.	*1*	*Homelessness Prevention Team Managers* *Housing Operations Manager*
1.25	**Bi-annual case review for learning:** Implement bi-annual thematic reviews of unsuccessful homelessness prevention and rough sleeping cases to identify patterns and targeted interventions for high-risk households or locations. **Outcome**: Identification of patterns and targeted interventions for high-risk households or locations.	*2*	

1.26	**Reframe case analysis:** Revise homelessness case review frameworks to include broader contributing factors (e.g. bereavement, anti-social behaviour, relationship breakdowns), beyond the most recent homelessness reason. **Outcome**: A new template for case reviews used across all services.	*2*	
1.27	**Target hidden homelessness:** Develop and pilot a targeted research and subsequent outreach programmes to identify and support individuals experiencing hidden homelessness (e.g. sofa surfing, insecure housing). **Outcome**: Increased identification and engagement with hidden homeless individuals.	*3,4*	*RSI Team Manager*

Maximise referrals and access to homelessness prevention and rough sleeping services

1.28	**Promote needs-based access to homelessness services** by ending the perception that people must sleep rough to receive help, using the Service Communications Plan. **Outcome:** Reductions in rough sleeping and no first, or second nights out.	*1*	*RSI Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager* *VCFS, non-statutory and statutory stakeholders*
1.29	**Review and promote referral routes:** Complete a full review of all referral pathways into homelessness prevention and rough sleeping services, including internal and external routes to ensure clear, mapped referral pathways for those who are, and are not, subject to the Duty to Refer (and in future the Duty to Collaborate). **Outcome:** Increased awareness and improved referral accuracy, increases in Duty to Refer referrals, resulting in earlier intervention.	*2*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *RSI Team Manager* *VCFS, non-statutory and statutory stakeholders*
1.30	**Embed co-production in referral design:** Use knowledge of the established Homelessness Lived Experience Forum and Experts by Experience to assess and redesign referral mechanisms and forms ensuring that referrals processes are accessible, inclusive, and user informed. **Outcome:** Referral processes that are accessible, inclusive, and user informed.	*2*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *RSI Team Manager* *VCFS, non-statutory and statutory stakeholders* *Service users and those with lived experience*

1.31	**Develop bespoke referral guidance materials and training sessions:** Co-design and distribute tailored guidance and training for internal and external partners, regarding homelessness and supported accommodation, including: • Step-by-step quick reference guides • Information on services • What to expect post-referral • FAQs and contact points **Outcome**: Improved partner confidence and referral quality.	*2*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *RSI Team Manager* *VCFS, non-statutory and statutory stakeholders*
1.32	**Target hard-to-reach groups with outreach:** Resource permitting, launch place-based targeted outreach initiatives, to increase engagement and early intervention, including: • Parent and baby/child community groups • Upstream prevention for family evictions • Place-based outreach in high-deprivation wards • Embedded housing advice in non-housing services (GPs, schools, job centres) • Outreach to hidden homelessness groups (those sofa surfing, overcrowded households, disengaged young people) **Scope a fully Council branded approach to outreach** that ensures residents can easily and visibly recognise individuals who can provide one-stop-shop advice on homelessness. **Outcome:** Increased engagement and early intervention.	*4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *RSI Team Manager* *VCFS, non-statutory and statutory stakeholders*
Strengthen homelessness workforce resilience			
1.33	**Ensure housing needs staff have time and capacity to learn and apply new knowledge:** including new legislation, policies and procedures. **Enhance skills and retain expertise:** by offering and encouraging uptake of all available training opportunities. **Adopt the National Workforce Programme under the National Plan to End Homelessness:** Opt into resources and training offered including updates and new chapters in the Homelessness Code of Guidance and annual refresher training. **Outcome:** A skilled, stable workforce with low turnover, enabling consistent service delivery and able to focus on early intervention to prevent homelessness.	*1 and ongoing*	*All Housing Needs Managers*

	Wider Council and sector workforce training to support early intervention and referral into prevention services		
1.34	**Co-develop, deliver and review a rolling training programme/library for early identification of those experiencing housing instability with internal partners, including preparation training for those subject to the Duty to Collaborate:** • Co-develop induction and refresher training with the Learning & Development Team for internal services including customer fulfilment centre (frontline services), social care, public health, community safety, enforcement, environmental health, and private sector housing. • Consult service managers to identify priority training topics (e.g. trauma-informed care, domestic abuse, mental health, financial stress indicators). • Include easily accessible training on homelessness eligibility criteria to support a unified approach and consistent messaging on housing option limitations, highlighting the realistic availability of accommodation, especially with Council frontline services to avoid customers being repeatedly redirected between Council, statutory and VCFS services. **Outcome:** Internal staff can identify nuanced signs of housing instability, cross-sector awareness and improved referral pathways resulting in fewer crisis homelessness presentations and management of customer expectations regarding housing solutions the Council and other services can offer.	*Core modules 2,3* *Refreshers 4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *Internal and statutory sector stakeholders*
1.35	**Co-develop, deliver and review a rolling training programme/library for early identification of those experiencing housing instability with external partners, including preparation training for those subject to the Duty to Collaborate, including p**rimary and secondary healthcare (GPs, midwives, mental health services), Registered Providers, prisons and probation, Councillors, Reading's Homelessness Partnership and VCFS organisations, commissioned homelessness services, local businesses and DWP. **Integrate role-specific homelessness risk indicators into training materials** (e.g. financial anxiety in GP consultations, frequent ED visits linked to isolation). **Include easily accessible training on homelessness eligibility criteria to support a unified approach** and consistent messaging on housing options limitations, highlighting the realistic availability of accommodation, especially with Council frontline services to avoid customers being repeatedly redirected between Council, statutory and VCFS services. **Scope the adoption of a reuseable training library for homelessness and rough sleeping topics** that can be uploaded to, accessed and refreshed by Council, stakeholders and VCFS staff. **Outcome**: Staff can identify nuanced signs of housing instability, increased community-level understanding and support, cross-sector awareness and improved referral pathways resulting in fewer crisis homelessness presentations and management of customer expectations regarding housing solutions the Council and other services can offer.	*2,3*	*RSI Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager* *External and statutory sector stakeholders*

Action	Year to be completed	Action owners

2. Break the cycle of homelessness and rough sleeping

Enable cross-sector communication and coordinated action to prevent homelessness – beyond just 'bricks and mortar'

2.1	**Prepare for implementation of the forthcoming Duty to Collaborate by developing a readiness plan:** • Identify cross sector public services – such as health, social care, education and justice – who must proactively identify individuals at risk of homelessness (e.g. post-hospital discharge or leaving prison). • Educate services about their legal requirement to take reasonable and direct steps to help secure housing (not just refer individuals elsewhere), their requirement to be collectively responsible for national homelessness and rough sleeping performance targets and outcomes e.g. halving long-term rough sleeping and reducing first-night homelessness after prison or hospital and that homelessness is not the sole responsibility of housing teams. • Implement formal partnerships (e.g. MOUs) with other public sectors to deliver multi-agency provision – including data sharing agreements, joint protocols, regular multi-disciplinary coordination meetings, governance and escalation routes. Apply Multi-Agency Risk Management frameworks to prevent repeat homelessness. **Outcome:** Early detection of homelessness risk enabling timely housing support to prevent people falling through service gaps, shifts other sector responses from reactive to preventative approaches, creates a unified front against homelessness, ensures that agencies are held collectively responsible for performance and outcomes and homelessness is perceived as a system-wide challenge that public bodies embed into their everyday work and governance.	*Pending legislation*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *RSI Team Manager* *Relevant public sector stakeholders (to be confirmed)*

Strengthening partnerships for coordinated multi-agency homelessness prevention

2.2	**Strengthen support for those experiencing or fleeing domestic abuse** by: • Embedding the national Domestic Abuse prevention toolkit into Personalised Housing Plans (PHPs) and temporary accommodation placement protocols. • Delivering joint training with domestic abuse support service providers to ensure consistent, trauma-informed practice. • Minimising out-of-area placements through robust safety planning and risk assessment. • Establishing clear referral pathways and improving multi-agency coordination to safeguard individuals and prevent homelessness. • Review Sanctuary Scheme and implement/promote any changes to support survivors to remain in their homes and prevent future homelessness and family disruption. **Outcome:** Safer housing options, improved continuity of care for survivors of domestic abuse, with reduced reliance on out-of-area placements and greater use of toolkit-based prevention pathways.	*Pending publication of toolkit* *2*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *Community Safety* *TVP* *DA support services providers*
2.3	**Prevent young people and care leaver entering homelessness and/or rough sleeping cycles:** Implement the *Preventing and Reducing Youth Homelessness Action Plan* in partnership with Children's Social Care and: • Establish robust housing transition pathways and early intervention as a safeguarding measure • Provide early planning, financial advice, and prioritised housing access (quota queue). • Improve data-sharing protocols for continuity of care. • Enhance tenancy sustainment support, including financial inclusion (bank accounts, ID). • Prepare for the National Youth Strategy and youth prevention toolkit and adopt it within 6 months of release. • Scope and pilot awareness sessions in schools, colleges, universities, and youth services, including LGBTQ+ groups. • Continue and expand specialist homelessness prevention liaison and in-reach roles for young people. • Review and recommission young peoples supported accommodation services **Outcome:** Greater housing stability and reduced homelessness among young people and care leavers, with improved early identification in education settings, stronger multi-agency engagement, and a measurable reduction in homelessness presentations and repeat homelessness.	*Pending publication of National Youth Strategy and youth prevention toolkit* *3* *Non-critical components* *4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *Children's Social Care* *Local schools, colleges and universities* *Commissioned supported housing stakeholders*

2.4	**Prevent hospital discharge and homelessness and/or rough sleeping cycles** by: • Reviewing and improving discharge planning protocols in all local hospitals, including Royal Berkshire (RBH) and Prospect Park (PPH). • Introducing cross-sector commitment agreements for housing allocations post-discharge, with clear shared responsibilities and rapid interventions (Duty to Collaborate responsibilities) if tenancies are at risk. • Embedding routine address history checks at the point of admission to identify housing instability and referrals to homelessness prevention services early. • Improving data-sharing protocols to ensure continuity of care and reducing repeat homelessness. • Enhancing post-institution tenancy sustainment support. • Continuing and expanding specialist homelessness prevention liaison and in-reach roles for hospitals. **Outcome:** Early identification of housing risks, fewer delayed discharges, and improved housing stability through coordinated health and housing support and fewer crisis homelessness presentations and placements in emergency accommodation.	*3,4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *Public Health* *Adult Social Care* *RBH and PPH* *Tenancy sustainment services*
2.5	**Prevent leaving prison and homelessness and/or rough sleeping cycles** by: • Strengthening housing pathways and release planning in partnership with probation and housing services. • Embedding routine address history checks at custody admission to identify housing instability and referrals to homelessness prevention services early. • Introducing cross-sector commitment agreements with probation for housing allocations post-release, with shared responsibilities and rapid intervention (Duty to Collaborate responsibilities) if tenancies are at risk. • Improving data-sharing protocols with prisons, probation and post-custody accommodation providers (CAS2 and CAS3) to protect tenancies, achieve timely move-on (CAS2 and CAS3), ensure continuity of care and reduce repeat homelessness. • Enhancing tenancy sustainment support for individuals leaving custody. • Continuing and expanding specialist homelessness prevention liaison and in-reach roles for prison. **Outcome:** Earlier identification of housing risks, improved release planning, and greater housing stability for prison leavers – reducing homelessness presentations and breaking the cycle of repeat homelessness.	*3,4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *Prisons* *Probation* *Tenancy sustainment services*

2.6	**Prevent leaving asylum accommodation/migrant homelessness and/or rough sleeping cycles** by: • Establishing clear referral pathways and early planning with accommodation providers and housing services. • Improving data-sharing protocols between asylum accommodation providers, housing teams, and support agencies to ensure continuity of care. • Enhancing tenancy sustainment support for those transitioning from asylum accommodation. • Continuing and expanding specialist homelessness prevention liaison and in-reach roles for asylum accommodation. **Outcome:** Earlier identification of housing risks and timely, coordinated multi-agency interventions, resulting in reduced homelessness risk and improved housing stability for asylum accommodation leavers.	*3,4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *VCFS stakeholders* *Accommodation providers* *Home Office*
2.7	**Prevent armed forces leavers/veterans and homelessness and/or rough sleeping cycles** by: • Establishing early intervention and referral processes prior to discharge. • Strengthening housing pathways through improved data-sharing between military services, housing providers, and support agencies. • Embedding veteran 'flags' in case management systems and providing staff with awareness packs on veteran entitlements and local support services. • Prioritising allocations with Registered Providers where applicable. **Outcome:** Reduced homelessness and rough sleeping among armed forces leavers through proactive planning, coordinated multi-agency support, and improved access to housing options.	*3,4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *VCFS stakeholders* *Armed Forces* *Registered Providers*
2.8	**Prevent leaving Adult Social Care commissioned accommodation homelessness and/or rough sleeping cycles** by: • Strengthening early intervention to identify and address risks before placements breakdown. • Developing multi-agency protocols for proactive risk identification and escalation, including pre-action / pre-eviction processes. • Ensuring continuity of care through alternative, appropriate housing pathways rather than defaulting to homelessness services (Duty to Collaborate). • Improving data-sharing and joint planning between ASC, housing, and health partners to reduce evictions and rough sleeping. **Outcome:** Fewer placement breakdowns and reduced homelessness among adults with complex needs through proactive intervention, coordinated care, and suitable housing solutions and fewer homelessness presentations in crisis.	*3,4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *Adult Social Care* *ASC Accommodation Providers*

2.9	**Prevent homelessness due to exploitation and human trafficking** by: • Embedding Modern Slavery screening within homelessness triage processes and link findings to safeguarding protocols. • Developing clear referral pathways to the National Referral Mechanism (NRM) • Providing staff training to ensure early identification and appropriate support. **Outcome:** Improved detection and response to exploitation and human trafficking through consistent screening, timely referrals, and integrated safeguarding measures – reducing risk and enhancing protection for vulnerable individuals.	*3,4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *NRM* *Supporting VCFS organisations*
2.10	**Prevent leaving commissioned supported housing homelessness and/or rough sleeping cycles** by: • Implementing proactive measures to address common causes of eviction, such as service charge arrears, property damage, and aggressive behaviours. • Introducing early intervention protocols, including financial support and budgeting advice, substance misuse engagement, and behavioural risk management plans. • Standardising license agreements and pre-eviction protocols across providers • Strengthening multi-agency collaboration and data-sharing to ensure continuity of care and rapid response through pre-eviction protocols and processes. **Outcome:** Reduced evictions and homelessness among individuals in supported housing through early intervention, financial support, and coordinated behavioural risk management.	*3,4*	*RSI Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager* *VCFS debt advice / tenancy sustainment support organisations*
2.11	**Prevent homelessness and rough sleeping among individuals leaving rehabilitation services** by: • Developing robust housing pathways to support transition from rehab into stable accommodation. • Implementing early intervention protocols during rehab, including housing planning, financial advice, and referral to ongoing support services. • Strengthening multi-agency collaboration between rehab providers, housing teams, and substance misuse services to ensure continuity of care and reduce repeat homelessness. **Outcome:** Improved housing stability and reduced homelessness among individuals leaving rehabilitation through proactive planning and coordinated multi-agency support.	*3,4*	*RSI Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager* *D&A services providers* *D&A commissioner* *Commissioned support providers*

2.12	**Improve communication on enforcement actions to prevent homelessness** by: • Reviewing and strengthening communication protocols with partners when enforcement measures (e.g., Closure Orders or environmental health interventions) are planned or imminent. • Ensuring timely alerts to housing and support services to enable early intervention. • Improving data-sharing agreements between enforcement agencies (such as Thames Valley Police), housing providers, and support services to maintain continuity of care and reduce repeat homelessness. **Outcome:** Fewer homelessness cases caused by enforcement actions through proactive communication, early intervention, and coordinated multi-agency response.	*3,4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *Thames Valley Police* *Community Safety* *Private Sector Housing Team*
2.13	**Support social landlords to prevent homelessness** by: • Working with landlords to identify early tenancy risks and ensure timely signposting to the Council for support and encouraging standardised pre-action/pre-eviction protocols. • Establishing a Registered Provider (RP) forum to strengthen collaboration and explore its role in delivering the strategy, including engaging with upcoming legislation regarding housing standards and homelessness prevention (Duty to Collaborate) and customer satisfaction feedback. • Improving data-sharing protocols between landlords, the Council, and partner agencies to maintain continuity of care and reduce repeat homelessness. • Encouraging cohesive approaches regarding pre-action/pre-eviction protocols. **Outcome:** Earlier identification of tenancy risks and stronger coordination between social landlords and the Council, leading to fewer evictions and reduced homelessness approaches.	*2*	*Homelessness Preventions Team Managers* *Housing Operations Manager* *Registered Providers* *Strategic Housing Services Manager*
**Ensure that housing-related support continues to play a key part in assisting with finding and maintaining suitable accommodation**		
2.14	**Prioritise and recommission housing-related support:** Focussing on preventing tenancy loss, providing resettlement support and finding alternative accommodation using data to target need and utilising available funding for maximum impact. **Outcome:** Reduced tenancy breakdowns and improved housing stability for individuals at risk of homelessness, ensuring timely access to appropriate accommodation and support.	*2*	*RSI Team Manager* *Commissioned services*
2.15	**Promote supported accommodation and housing-related support to stakeholders as a tool for homelessness prevention and relief.** **Outcome:** Faster intervention, reducing risk of homelessness for vulnerable individuals.	*2*	*RSI Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager* *Statutory, non-statutory stakeholders, commissioned services*

Review how people access supported housing and housing related support and ensure that it meets needs now and, in the future			
2.16	**Undertake review of existing outreach and supported accommodation services:** • Sustain a robust rough sleeping outreach service and, resource allowing, continue to deliver navigator and complex case worker roles • Explore the benefits of a one-stop-shop hub for health, homelessness and substance use for people rough sleeping and vulnerably housed, vs. current outreach models delivered in Reading. • Review referrals, needs, and provision to ensure services are fit for purpose. Balance efficiency with person-centred approaches. • Dependent on available funding and economies of scale, explore expansion of Housing First, smaller, self-contained units for people with complex needs, opportunities for more female-only units and the introduction of inclusive models (e.g. non-abstinence hostels and/or tiered recovery options) for people with ongoing substance use. • Explore the opportunity for reciprocal arrangements with neighbouring authorities to give customers who have support needs the opportunity for a 'fresh start'. • Scope opportunities to joint commission with statutory services to maximise value for money. **Outcome:** Services align with current and emerging needs, reducing gaps in provision. Services are streamlined yet responsive to individual needs and contribute to the Council's prevention agenda and to reducing rough sleeping.	*2,3*	*RSI Team Manager* *Statutory and non-statutory stakeholders* *Service users and those with lived experience*
2.17	**Strengthen move-on pathways from supported accommodation:** • Review operation and outcomes of supported housing Progression Panel meetings to maximise positive and appropriate move-on outcomes. • Utilise pre-tenancy training and tenancy sustainment/tenancy rescue support to support transitions to independent living – preventing evictions, returns to rough sleeping and the need for recurring access to supported housing. • Include follow-up and feedback mechanisms for those who have moved on from supported accommodation to improve and develop offer. **Outcome:** Reduced repeat homelessness and presentations in crisis, and improved tenancy retention.	*Evaluation & Implementation 2,3* *Feedback 4*	*RSI Team Manager* *Commissioned support providers* *Service users and those with lived experience*

	Develop and implement personalised and co-produced/peer-led services and support models		
2.18	**Customer and stakeholder feedback:** Seek the views of customers and stakeholders to review how Council and commissioned services are delivered and received, ensuring continuous improvement, for example: • Seek feedback at the end of each customer's homelessness or rough sleeping journey • Publicise success stories • Lead with a 'you said, we did' approach • Consider a 'mystery shopper' review with local authority peers and seek opportunities for subsequent cross-borough review **Outcome:** Enhanced service quality and customer trust through transparent, responsive, and evidence-based improvements.	*3*	*All Housing Needs Managers* *VCFS, non-statutory and statutory stakeholders* *Service users and those with lived experience* *Local authority peers*
2.19	**Develop personalised recovery plans and embed peer-led approaches to improve engagement and outcomes.** For example: • Continue development of Homelessness Lived Experience Forum • Scope the establishment of peer mentor schemes/networks for rough sleeping and homelessness in Reading • Develop peer mentorship and lived experience roles embedded in service design and delivery across Council and commissioned/contracted services • Create personalised and holistic PHPs covering housing, health, employment and social support goals **Outcome:** Improved engagement, empowerment, and long-term stability for individuals through tailored and peer-supported interventions.	*3*	*RSI Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager* *Service users and those with lived experience*

2.20	**Trauma informed practice and workforce development:** Embed universal trauma-informed approaches for assessing and supporting complex and higher-need households experiencing multiple disadvantage and strengthen workforce capability. For example: • Train frontline housing staff on trauma-informed working (induction and annual refreshers) • Embed trauma-informed approaches across assessment and referral processes. • Train staff on hoarding, clutter, and chronic disorganisation to reduce homelessness risk. • Embed trauma-informed approaches across commissioned supported housing service specification requirements/monitoring and induction programmes. **Scope a cross-sector 'tell-us-once' assessment/passport tool for those accessing homelessness and rough sleeping services:** This can be a barrier to accessing support and to avoid retraumatising vulnerable individuals who need help. **Outcome:** Improved service delivery that recognises and responds to trauma, reducing barriers to engagement and preventing homelessness for households with complex needs.	*3*	*All Housing Needs Managers* *Organisational Development and Learning Team* *Commissioned homelessness services*

Improve pre-tenancy preparation to prevent cycles of homelessness

2.21	**Develop and roll out pre-tenancy training:** • Create and implement a modular, accredited pre-tenancy training programme with partners. • Develop modules covering healthy relationships, emotional resilience, managing low-level mental health triggers, cultural integration for households from abroad, and practical tenancy skills. • Introduce tenancy readiness assessments as part of the training process. • Set annual training targets and monitor uptake. **Outcome:** Improved tenancy readiness and community integration, reducing tenancy failures and repeat homelessness through proactive education and support.	*3,4*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *Rent Guarantee Scheme (RGS) Team Manager* *Commissioned homelessness services* *Service user and those with lived experience*

Improve financial resilience to prevent cycles of homelessness

2.22	**Explore and promote employment opportunities for households at risk of homelessness:** including access to education, training, and employment opportunities as a standard component in all Personalised Housing Plans, referring on to tenancy sustainment and employment support to ensure follow through. **Outcome:** Increased access to employment, training, and education for individuals at risk of homelessness. Improved housing stability through enhanced financial independence.	*2,3*	*DWP* *Registered Providers* *Recovery College* *Work and Life Skills Centre*

2.23	**Improve financial inclusion and debt support** by: • Improving coordination and joint working with DWP and employment services to promote financial resilience and tenancy sustainment. • Embedding financial advice, budgeting support, and debt management guidance within pre-tenancy planning and training. • Facilitating access to essential financial tools by supporting individuals to set up bank accounts, secure identification documents, and explore affordable credit or savings options. • Continuing to support households in receipt of UC by application for Alternative Payment Arrangements (APA) as appropriate particularly for people with complex and multiple needs. • Providing signposting or direct access to accredited money advice services for those in financial difficulty. • Monitoring seasonal spikes in possession claims and provide targeted financial assistance. • Enhance data-sharing protocols between services to ensure continuity of care. **Outcome:** Greater financial stability and inclusion for households, reducing risk of arrears, evictions, and homelessness through proactive financial planning, debt advice, and access to essential financial services.	*2,3*	*All Housing Needs Managers* *DWP* *Registered Providers* *Recovery College* *Work and Life Skills Centre* *Debt Advice Team*

Respond to homelessness from the private rented sector

2.24	**Update and find innovative ways to promote the Click Before you Evict website** as an already established tool for landlords to use with their tenants when tenancies are at risk, responding to legislative change and providing a mechanism for landlords to refer in for support. **Outcome:** Earlier reporting of private sector tenancies at risk; maximised intervention from Council services where tenancies can be rescued.	*1*	*RGS Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager* *RBC Housing Media & Communications Manager* *Private sector landlords*
2.25	**Establish fixed-term Tenancy Relations Officer role** for landlord liaison, in response to legislative change and to make best use of new powers to challenge unlawful or retaliatory evictions, or legislative breaches, by taking legal action where necessary and serving Penalty Notices. **Outcome:** Reduction in unlawful evictions and breaches of new legislation	*1*	*RGS Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager* *Private Sector Housing Team*

Strengthen rough sleeping housing pathways and multi-agency responses				
2.26	**Focus on practical support, stronger pathways, and coordinated multi-agency action to break cycles of rough sleeping**, including: • Offering time-limited sit-up spaces to individuals found rough sleeping, regardless of local connection, while implementing assertive reconnection protocols. • Responding to street-based behaviours such as begging and anti-social activity through compassionate, multi-agency approaches. • Developing a coordinated approach to encampments, including proactive engagement with landowners and balancing support with enforcement. • Expanding complex caseworker roles for tenancy rescue and resettlement from outreach. • Scope the establishment of a multi-agency task group to develop improved routes into sustainable accommodation and support Reading's Target Priority Group. • Ensuring all people sleeping rough have a homelessness assessment recorded on HCLIC. • Revive quarterly Homelessness Partnership Forum meetings. • Scope review and re-print of street support services guide (originally launched 2020) **Outcome:** Improved engagement and housing stability for people sleeping rough through practical support, expanded accommodation options, and coordinated multi-agency interventions – reducing repeat homelessness and promoting long-term recovery.	*Ongoing* *1,2*	*RSI Team Manager* *Commissioned homelessness services*

Maximise funding opportunities to support homelessness prevention work				
2.27	**Maximise grant revenue funding opportunities from Government and other sources by:** • Seeking out and applying for appropriate bids to fund homelessness prevention, tenancy sustainment, temporary accommodation, and specialist projects. • Researching and circulating funding opportunities to community, faith, and voluntary sector partners. • Ensuring timely permission is sought to bid for any new national funds the local authority is eligible for, including the £124m supported housing fund. • Aligning recommissioning cycles and any possible Housing First expansion with bid timelines to optimise success and value for money. **Outcome:** Increased funding secured to expand and improve homelessness prevention initiatives, supported housing, and specialist services – resulting in greater capacity, improved accommodation standards and enhanced support for vulnerable households.	*Ongoing* *1 - 5*	*RSI Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager* *Ministry for Housing Communities and Local Government* *Community, faith and voluntary partners*

Action	Year to be completed	Action owners
3. Make sure everyone can access safe, settled, and affordable housing		
Accelerate response and placements for individuals new to rough sleeping to prevent them from becoming entrenched		
3.1	**Expand immediate 'off the streets' offer for those new to rough sleeping** • Strengthen outreach offer and supported accommodation pathway, ensuring that all commissioned services are fit for purpose and meeting existing and future needs • Build and commission 4 x bedspace NAPpad provision in Reading • Continue Severe Weather Emergency Protocol responses and, where possible, prevent returns to the streets • Continue to support VCFS winter shelter efforts to prevent returns to the streets and longer-term rough sleeping • Explore opportunities for establishing secure lockers for those accessing off the streets accommodation and/or those rough sleeping and pending a housing offer **Outcome:** Ensure people new to rough sleeping are offered immediate, safe accommodation and clear pathways into settled housing, preventing returns to the streets and long-term homelessness.	*1* *Ongoing*	*RSI Team Manager*
Reduce long-term rough sleeping in Reading Long-term rough sleeping is defined as individuals sleeping rough for 12+ months continuously, or with multiple episodes over 3 years despite engagement offers.		
3.2	**Increase move-on options from supported housing:** Develop pathways for those sleeping rough long-term to transition from supported housing, and then to sustain settled accommodation. Scope options, within funding possibilities and opportunities, to increase temporary and permanent housing options outside of the traditional supported housing offer (e.g. increase Housing First, joint commissioning with Public Health and Adult Social Care) for people with multiple and complex needs, who are unable to live in multi-household environments and require more intensive support to sustain a tenancy. **Outcome:** Expand housing options so people with complex needs can transition from supported housing, or directly into, suitable, settled homes, improving tenancy sustainment.	*1,2,3*	*RSI Team Manager* *Commissioned services* *Public Health* *Adult Social Care*

3.3	**Design, deliver, and evaluate a 4 – 5 bedspace 'No First Night Out' pilot in Reading:** to ensure some individuals assessed under the Ending Rough Sleeping Risk Assessment Tool (ERSRAT), as being at risk of rough sleeping, are offered immediate accommodation and support, preventing street homelessness. **Outcome:** 'No First Night Out' pilot prevents some new rough sleeping by providing immediate accommodation and support, reducing long-term homelessness and increasing stakeholder awareness that customers do not need to be verified sleeping rough to receive assistance.	*1,2*	*RSI Team Manager* *Homelessness Prevention Team Manager* *Housing Operations Manager* *VCFS sector partners*
3.4	**Engage with support and guidance from the National Plan to End Rough Sleeping:** • Access and implement the use of outreach and single homelessness/complex needs toolkits across the Rough Sleeping Initiatives Team and commissioned services for rough sleeping/those at risk of rough sleeping. • If required by MHCLG, co-produce a multi-year long-term rough sleeping partnership plan and annual targets with local partners to target long-term (entrenched) rough sleeping. • Continue monthly meeting to target multi-agency responses to the established Target Priority Group (TPG) comprising those who are defined as sleeping rough longer-term. **Outcome:** National guidance and toolkits are embedded locally, ensuring consistent, evidence-based practice and coordinated multi-agency responses to long-term rough sleeping, supported by a formal partnership plan and measurable annual targets.	*Pending toolkit publicatio n* *1,2*	*RSI Team Manager* *MHCLG* *Statutory partners and commissioned services*
**Ensure sufficient Emergency and Temporary Accommodation capacity, with placements that meet need and demand**		
3.5	**Implement a data-driven system to monitor emergency accommodation placements and demand and respond proactively by adjusting capacity and placement strategies:** Build a shared dashboard and monthly reporting cycle (with daily operational views) that tracks referrals, acceptances, refusals, length of stay, family placements, out-of-area moves, and unit availability. Use forecasting (e.g., seasonal trends, SWEP triggers, hospital/prison discharge data) and agreed escalation thresholds to activate surge capacity and maintain alignment with assessed need and demand. **Outcome:** A data-driven system ensures emergency and temporary accommodation capacity meets need and demand through proactive adjustments and accurate forecasting.	*1*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *RGS Team Manager* *Data and Performance Teams / Lead*

3.6	**Outline and adopt an Emergency and Temporary Accommodation procurement and placement strategy**: Establish a strategic EA procurement project led by Housing Needs management and a dedicated EA Strategy Project Group, to review current contracts, explore all compliant procurement options (including frameworks, existing assets such as LAHF acquisitions, and leasing), and develop a governance-approved plan to increase and secure cost-effective, good quality, fit-for-purpose emergency and temporary accommodation with a focus on improving our customer's emergency and temporary accommodation experience (quality and management standards, minimising disruption to health care and education, avoiding multiple moves and out of area placements). **Outcome:** A strategy that secures cost-effective, high-quality emergency and temporary accommodation, improving customer experience and reducing disruption and out-of-area placements, aiming to reduce emergency and temporary accommodation costs and respond to fluctuations in demand.	*1*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *RGS Team Manager* *Procurement Team* *Legal Services* *Strategic Housing Service Manager*
3.7	**Emergency and Temporary Accommodation placements are lawful and considered** by: • Ensuring allocations of temporary accommodation are made with forethought and in partnership with community safety, support partners, NPS/CRC, considering immediate neighbours, those vulnerable to exploitation or known to exploit, previous offending and/or anti-social behaviours. • Continuing to place families in self-contained properties from the outset • Providing safe accommodation options for households fleeing domestic abuse **Outcome:** Placements are lawful, safe, and appropriate, minimising risk.	*Ongoing*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *RGS Team Manager*

Ensure households remain in cost-effective Emergency and Temporary Accommodation for the shortest period possible

3.8	**Ensure that all Emergency Accommodation placements are best value while maintaining quality standards** by continuing to: • Carry out initial and six-monthly inspections of placements, collecting compliance certificates up front and maintaining a daily updated list of available properties. • Negotiate lowest possible prices on nightly paid accommodation while ensuring quality and management remain appropriate. • Place households in the lowest cost Emergency Accommodation which meets their needs, regularly reviewing and re-negotiating high cost and longer placements with individual providers and considering moves to lower cost accommodation if re-negotiation of the nightly rate is unsuccessful, while minimising disruption to households wherever possible. **Outcome**: All Emergency Accommodation placements are of suitable quality, at the best price.	*Ongoing*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *RGS Team Manager* *Private Sector Housing Team*

3.9	**Achieve consistent Temporary Accommodation throughput** by working with households from the outset of placement to understand their needs and manage expectations, by: • Providing clear messages within PHPs regarding their move-on plan and continual contact and review whilst in placement • Full utilisation of the number of properties available under the borough's allocations plan for those moving on from temporary accommodation into social housing • Reviewing outcomes and repeat homelessness reasons and risks from temporary accommodation move-on • Evaluating outcomes of Homelessness Prevention Team Pilot (started March 2025) • Utilising local housing authority powers to move people on from temporary accommodation so that it is available for households when needed – focusing on people not engaging with payment and support • Using a % of register lets for homeless households **Outcome**: Consistent throughput in temporary accommodation is achieved by engaging households early, setting clear move-on plans, and fully utilising available housing options – freeing capacity for those in need.	*Ongoing* *1,2*	*Homelessness Prevention Team Managers* *Housing Operations Manager* *Legal Services* *Voids and Lettings Team Lead*
	Regularly review how we procure enough private sector housing for homeless households		
3.10	**Continue to undertake regular analysis of supply and demand factors to accurately determine demand and inform procurement strategy for current private sector provision** for the Rent Guarantee Scheme (RGS) as well as properties secured via Prevention Fund, including: • Customers/households approaching the service including needs and family composition • Local market research and evaluation of the impact of specific local factors on supply (university impact on property availability, high local rents, • National market intelligence supported by research (NRLA, Shelter and others) • Anticipated and actual impact of national legislative and local policy change on landlord and tenant behaviour (including Renter's Rights Act 2025, Supported Housing (Regulatory Oversight) Act 2023, selective and additional licensing) **Outcome**: Maximisation of properties procured for household types and sizes in greatest need.	*Ongoing* *1*	*RGS Team Manager* *Homelessness Prevention Team Managers* *Housing Operations Manager*

| 3.11 | **Review the Council's Rent Guarantee Scheme (RGS) offer in the light of changes brought by the Renter's Rights Act** by:
• Considering existing legal agreements and process for ending them where required
• Continuing to review and promote suitable incentives to bridge the gap between LHA and market rent
• Continuing to consider how households are matched to landlords/properties, including where a 'one household, one viewing' approach is appropriate and where customer/landlord relationships are better established from the beginning by offering multiple viewers.
• Continuing to maximise engagement opportunities with private sector landlords to promote the Scheme, including advertising and identifying opportunities associated with increased landlord regulation (Renter's Rights Act 2025).

Outcome: Maximisation of properties procured by RGS and retention of existing RGS properties on the Scheme, achieving move-on from emergency and temporary accommodation and best use of available funds. | *Ongoing*

1 | *RGS Team Manager*

Legal Services

Private sector landlords |

Continue to provide information, advice and support for landlords

| 3.12 | **Engage with private sector landlords to position the Council as a trusted information and service provider,** by continuing with:
• Workshops and pre-tenancy training for all prospective Rent Guarantee Scheme tenants
• Providing advice and education to private sector landlords and tenants, including via Landlord Information events, promoting Council services and encouraging early contact where tenancies are at risk
• Working in partnership with the National Residential Landlords Association (NRLA) to access national and local market data and trends analysis, as well as training opportunities for landlords and staff
• Promoting Council and national initiatives in the private sector, including energy efficiency grant schemes, licencing of HMOs plus new selective and additional licensing online, Reading's Rent with Confidence Scheme and Private Sector Housing on-line advice and content, to educate and support landlords
• Working in partnership with other Council teams and services to facilitate landlord engagement and provide private tenancy expertise
• Developing landlord understanding of the support and needs of those moving on from supported accommodation or from care to encourage early notification and intervention, exploring the idea of a 'Tenant Passport'
• Supporting Reading University engagement with student landlords, relevant property standards and student rights as tenants

Outcome: Continued close engagement with private sector landlords, increased landlord compliance with new and existing legislation and improvement in property standards. | *Ongoing*

1 | *RGS Team Manager*

Debt Advice Team

Environmental Health

Private Sector Housing team

Private sector landlords

Reading University

NRLA |

	Continue developing more affordable housing as a priority for the Council		
3.13	**Ensure support for continued prioritisation of affordable housing under the Council's Housing Strategy:** Collaborate with Strategic Housing colleagues to provide data to inform their work with developers and housing associations to expand affordable housing delivery – prioritising social rent, accessible homes, and innovative models, including their work in: • Negotiating with developers to maximise social rent, affordable rental models (e.g. Build to Rent) and accessible units in new developments. • Expanding the Council's own affordable housing stock through new builds. • Piloting modular and repurposed housing solutions to meet emergency and transitional accommodation needs.	*Ongoing*	*Housing Needs Managers* *Strategic Housing Team* *Legal* *Registered Providers* *Housing developers*
	Implement and embed Allocations Scheme revisions		
3.14	**Review and refine the Allocations Scheme in accordance with legislative and local changes:** • Review and update the Allocations Scheme annually to reflect changing needs and ensure fairness. • Review and refine the Allocations Scheme to reflect new legislation and national policies/strategies • Review of all local lettings policies aiming to improve neighbourhoods and manage behaviours on our estates. • Continue robust checks regarding customer readiness when moving into social rented properties through the Council's quota queues (care leavers, adult social care, rough sleeping, Housing First, supported accommodation move-on). **Outcome:** Allocations Scheme is regularly updated to ensure fair access to safe, settled, and affordable housing, with readiness checks for priority groups to support successful tenancies.	*Ongoing 1*	*Housing Needs Service Manager* *Housing Operations Manager* *Voids and Lettings Team Leader*
3.15	**Adaptations and housing suitability:** • Evaluate adapted housing register outcomes and effectiveness in identifying properties for adaptation or reallocation. • Review the effectiveness of housing stock with underused adaptations, in partnership with DFG teams. • Review the effectiveness of the campaign to promote downsizing for under-occupiers with incentives and media campaigns. **Outcome:** Improve access to larger family homes and adapted homes ensuring best use of existing stock.	*Ongoing 1*	*Housing Needs Service Manager* *Housing Operations Manager* *Housing Adaptations and Grants Manager*

	Maximise opportunities to support and signpost homeless households without recourse to public funds		
3.16	**Develop and implement a multi-agency approach to support households without recourse to public funds** by: • Sustaining case contact with Children's Social Care, preparing families for transition when recourse is obtained, and increasing early Homelessness Prevention Team involvement. • Strengthening partnerships with community, faith, and voluntary sectors to secure funding and deliver culturally responsive housing pathways, including the exploration of community-led models (e.g., Refugees at Home, Homes for Ukraine). • Scoping and, if resourcing allows, rolling out a training programme for professionals and volunteers on signposting, entitlements, cultural needs, and health support to improve outcomes for non-UK nationals and diverse communities. **Outcome:** Households without recourse to public funds receive timely, culturally responsive support and clear housing pathways, reducing time spent in emergency accommodation and improving successful transitions into safe, settled housing.	*Ongoing* *2,3*	*All Housing Needs Managers* *Children's Social Care* *VCFS partners*
	Maintain effective relationships with MHCLG and other relevant Government departments		
3.17	**Sustain relationships and dialogue with MHCLG and other central government** departments by: • Feed up local challenges and barriers (e.g. advocate for Local Housing Allowance reform, to better reflect actual rent levels in Reading), achievements, hear best practice that can translate to Reading, innovate approaches to service delivery and cost savings. • Embrace opportunities for review and deep dives and recommendations for improvements and implement resultant action plans from these efforts. **Outcome:** Engagement with central government supports the delivery of safe, settled, and affordable housing in Reading by influencing policy (e.g., LHA reform), adopting best practice, and implementing review-driven improvements to remove barriers and enhance housing access.	*Ongoing*	*RSI Team Manager* *Housing Needs Service Manager*