

Priority 1: Prevent and relieve homelessness through early and tailored intervention

Homelessness is not inevitable and it can be prevented. We work to provide early help for those at risk of homeless and we believe that everyone who is homeless should have a right to a safe, secure home along with an appropriate level of support to create a good quality of life.

Objective	Actions	Delivery timeframe	Lead department (s)
Proactively minimise homelessness through a prevention approach to service delivery	1. Complete restructure of housing service to provide greater resource into prevention to ensure an efficient, professional and appropriate customer journey through a customer-focused, person-centred service	Q4 2024	Housing needs
	2. Implement new Allocations Scheme	Q2 2024	Housing needs
	3. Manage expectations of individuals, partner organisations and stakeholders by through raising awareness of the realities of homelessness and housing options across tenures and continued work with communications colleagues to develop clear messaging for customers and the community	Ongoing	Across council departments
Provide DAHA accredited services for individuals and families experiencing domestic abuse and work to eliminate domestic abuse in the borough	4. Implement DAHA sustainability plan to improve services for domestic abuse survivors, and perpetrators including seeking feedback from customers and their advocates	Commenced Q1 2024	Housing needs and Housing partnerships
	5. Build on the Coordinated Community Response with collaborating agencies to eliminate domestic abuse across our borough	Commenced Q1 2024	Housing needs and Housing partnerships
	6. Operate safety-led case management and survivor led support to enable domestic abuse survivors to have autonomy over their customer journey and provide them with maximum choice and options	Ongoing	Housing needs and Housing partnerships
	7. Train staff to embed understanding of the experiences of disadvantage and discrimination and to practice intersectional and anti-racist working	Ongoing	Housing needs and Housing partnerships

Ensure residents with more complex needs receive appropriate support to stay safe and well in their homes	8. Use Complex Needs Navigators to support individuals in temporary accommodation who are struggling to sustain their tenancies	Ongoing	Housing needs and Community safety
	9. Jointly work with Community Safety team and Police to support individuals at risk of cuckooing and hidden homeless and establish a consistent approach with rough sleepers	Ongoing	Housing needs and Community safety
	10. Commence 'gender informed outreach approach' pilot meet the needs of vulnerable women experiencing homelessness	Commenced in Q1 2024	Community safety
	11. Work in partnership with Adult Social Care and health partners to improve approach to hoarding cases	Ongoing	Housing partnerships
Support care experienced young individuals at risk of homelessness and address youth homelessness	12. Purchase 20 x 1 bedroom Ex Right to Buy properties for young individuals leaving looked after care through expanded Housing Intensive Support Scheme (IHIS)	Q1/2025	Housing Strategic Business Planning and Investment
	13. Continue mediation for family or friend exclusions, developing staff training and provision of a dedicated officer supporting applicants with their housing via the NGS scheme to negotiate or delay the applicant's threat of homelessness housing solutions case work	Ongoing	Housing needs
	14. Support young individuals leaving care through our House Project and Shared Lives programme which provide supported for young individuals in a family environment, helping them to develop skills and meaningful friendships that enable them to live life to the full	Ongoing	Housing needs
Work with our partners and across the subregion to provide housing options and specialist advice	15. Build on Stonewall accreditation to better support LGBTQ+ individuals approaching our services. Achieve Pledge Pioneer status.	Q4 2024	Housing needs and housing partnerships
	16. Offer housing options to former members of the armed forces through our allocation policy	Ongoing	Housing needs

	17. Review housing policies and procedures to identify opportunities to recognise and support the specific housing needs of carers		Housing Strategic Business Planning and Investment
	18. Work across the subregion through NHLP commissioned services including early prevention services and specialist immigration advice	Ongoing	North London Housing Partnership
	19. Work within the Land for Council Homes programme dedicated project co-ordination team working on progressing rooftop developments across each of the six boroughs	Ongoing	North London Housing Partnership
Provide support to access skills and employment opportunities	20. Provide signposting to those at risk of homelessness and those who are already homeless to IMAX and make referrals to floating support	Ongoing	Housing needs and housing partnerships
	21. Utilise available funding to provide support to residents.	Ongoing	Housing needs and housing partnerships
Work jointly with our statutory and community partners and stakeholders to foster better accountability and prevent homelessness and improve outcomes for residents	22. Ensure referrals are received at an early stage from third sector providers and voluntary and community sector organisation through our portal and foster accountability from partner agencies and other specialisms	Ongoing	Housing needs
	23. Outreach officers work closely with internal and external counterparts such as Residential Environmental Health and private landlords	Ongoing	Housing needs and Residential Environmental Health
	24. Ensure that council, police and housing providers are held to account in relation to crime and antisocial behaviour and jointly work across Community Safety, Neighbourhood Services and Tenancy Services to improve safety, sustain tenancies and provide support for council tenants	Ongoing	Across Homes and Neighbourhoods and with housing providers
Improve our data accuracy and evidence base to improve efficiency and ensure that our services meet housing need	25. Embed MRI system to enable accurate HCLIC submissions to DHLUC	From Q1 2024	Housing needs
	26. Improve accuracy of case notes to ensure safety-led case management	Ongoing	Housing needs and housing

			partnerships
	27. Carry out analysis on where applicants are located geographically as a way of targeting our service	Annually and ongoing	Public health
	28. Produce and publish an Annual Lettings setting annual targets for property types across Priority points and monitor Housing Allocations Scheme to ensure that our allocations reflect housing need	Annually	Public health
	29. Conduct customer and partner surveys to measure service improvement.	Periodically	Across Homes and Neighbourhoods
Empower our residents and provide the mechanisms for them to hold us to account	30. Launch our Resident Engagement Strategy and continue deliver a range of resident engagement activities and structures across the department to empower our residents and make sure that diverse voices are heard	Q3 2024	Across Homes and Neighbourhoods
	31. Improve our partnership work with TRAs by rolling out TRA network Forum where there will be thematic meetings and networking with key council colleagues and launch training programme.	Q2 2024	Community Development

Priority 2: Eliminate rough sleeping and help individuals into settled housing

We work side-by-side and holistically with our council colleagues and partners to eliminate rough sleeping; we work to the values set out in our Homelessness Charter with the aim to reach Functional Zero.

Objective	Actions	Timeframe	Lead department (s)
Ensure services are in place to ensure no one leaves an institution and sleeps on the streets of Islington	32. Recruit a prison release coordinator based in the triage team to be a single point of contact	Q4 2024	Housing needs
	33. Co-locate housing officers with probation colleagues to enable joint working to minimise long term offenders becoming homeless in the community	Ongoing	Housing needs

	34. Attend meetings with London-wide offender homeless prevention group to develop best practice and innovative ways of tackling homelessness in this client group and attend MAPPA level 3 to prevent high risk offenders becoming homeless	Ongoing	Across Homes and Neighbourhoods
	35. Update hospital discharge protocol with all health partners and recruit a hospital discharge coordinator to be based in the triage team as a single point of contact	Q4 2024	Housing needs
Improve health outcomes for rough sleepers	36. Use a blended team approach to address neglected complex needs and ensure outreach officers and Park Guard contractors are aware of and well-connected to the substance misuse services available in Islington and are aware of the opportunity to offer joint outreach through patrol activities	Ongoing	Housing needs and Community Safety
	37. Work within the Drug and Alcohol Community of Practice to enhance working relationships across agencies	From Q1 2024	Across council departments and partner agencies
	38. Identify where domestic abuse is a factor for rough sleepers and provide interventions	Ongoing	Housing needs
	39. Meet immediate health needs of rough sleepers through commissioned physical health outreach nurse and provide in-reach clinics in supported accommodation and day centres	Ongoing	Housing needs
	40. Fund health inequalities project for individuals experiencing homelessness including flexible GP provision through Islington's Integrated Care Board	Ongoing	Integrated Care Board
	Operate homeless outreach services in partnership with community groups and partners to provide proactive outreach and somewhere safe to go for rough sleepers	41. Use RSI funding to deliver a multidisciplinary team that offers holistic support to rough sleepers	Until Q1 2025
42. Deliver outreach jointly with commissioned services and across council departments to ensure a route away from the street.		Until Q1 2025	Housing needs
43. Park Guard contractors carry out initial assessments and ensure that the Police are aware of available support		Ongoing	Housing needs, Park Guard and the Police

	44. Organise health and wellbeing events for rough sleepers in known hotspots to promote the range of support services that are available and continue to work collaboratively with Health Partners	Periodically	Housing needs
Provide secure supported housing to house rough sleepers or former rough sleepers with high support needs	45. Expand our Independent Housing, Intensive support (IHIS) scheme to offer a further 20 homes for individuals with a history of rough sleeping	Q4 2024	Housing needs
	46. Move individuals into permanent or longer-term accommodation either from temporary accommodation or supported accommodation	Ongoing	Housing needs
Maximise available funding available to the council and partners and across the subregion	47. Apply for funding as it becomes available to local authorities and continue to explore capital and revenue grant funding stream opportunities for rough sleepers to complement existing services	Ongoing	Housing Strategic Business Planning and Investment

Priority 3: Improve housing options available to meet the needs of our residents

We aim to providing every individual accessing our services with a realistic, sustainable good quality housing option where individuals can feel safe, maintain contact with their family and friends and which support their life choices

Objective	Actions	Timeframe	Lead department (s)
Provide good quality genuinely affordable housing options for the residents of Islington	48. Build 750 new genuinely affordable homes with first choice for local individuals	By 2027	Community wealthbuilding
	49. Complete purchase of 410 properties to be used to house former rough sleepers, care experience young adults and settling Afghan and Ukrainian families and homeless households	Q1 2024	Housing business planning and investment
Resolve housing issues for tenants in temporary accommodation as quickly as possible and aim for a substantial reduction in the number of homeless households living in private sector	50. Reduce the number of households in nightly paid temporary accommodation and work to eliminate the usage of shared B&Bs for homeless families and single individuals	Ongoing	Housing needs
	51. Roll out a new temporary accommodation procurement	Q2/3 2024	Housing needs

accommodation	framework to improve the service and reduce use of hotels		
	52. Set up surgeries for individuals in temporary accommodation	Q2/3 2024	Housing needs
	53. Use our Reception Centres and in-house TA acquired through buy-back scheme alongside private sector solutions for homeless families in need of temporary accommodation	Ongoing	Housing needs
Improve housing conditions and management for tenants living in private rented sector	54. Extend property licensing scheme for all privately rented properties in two more wards	Q4 2024	Residential Environmental Health
	55. Tackle rogue landlords in the borough through joint working with children's services, residential environmental health and private sector housing partnerships	Ongoing	Residential Environmental Health
	56. Take a proactive approach to tackling damp and mould in the private sector	Ongoing	Residential Environmental Health
	57. Invest in energy efficiency and renewable technologies, to support vulnerable households facing fuel poverty in conjunction with the council's SHINE network	Ongoing	Across council departments and with SHINE
Provide support for residents to live independently	58. Use Complex Needs Navigators to support customers across tenures to sustain tenancies	Ongoing	Across Homes and Neighbourhoods
	59. Use Disabled Facilities Grants to fund major works adaptations for vulnerable residents to enable them to stay in their homes	Ongoing	Housing needs and Occupational Health
Promote opportunities for individuals under-occupying their homes and provide housing options for moves to make the best use of our housing and available housing in the borough	60. Improve customer journey for downsizers to tackle overcrowding and increase the number of moves from larger properties	Q4 2024	Housing needs
	61. Recover 50 council properties subject to tenancy fraud and maximise recovery of unlawful profits	Q1 2025	Housing investigations
	62. Develop tenancy fraud offer to our Housing Association partners	Q1 2025	Housing investigations

	63. Identify empty properties and levy council tax premium on properties left empty for two years or longer	Ongoing	Council Tax
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Priority 4: Providing accommodation and resettlement services to refugees and migrants

Islington Council became an accredited Borough of Sanctuary in 2023; We will work ambitiously with our partners to make Islington is a place of welcome, safety and success for all and to integrate new communities, build social cohesion and eradicate poverty.

Objective	Actions	Timeframe	Lead department
Eliminate destitution and homelessness in Islington through both statutory and non-statutory targeted approaches	64. Establish a 3 year City of Sanctuary strategy and continue to remove barriers for refugees and migrants accessing services through development of a refugee and migrant strategy	2024-2027	NRPF
	65. Evidence the principles of welcome, sanctuary and solidarity in the delivery of specialist housing and casework responses for refugees and migrants, including through the delivery of services with council departments and community partners	Ongoing	NRPF
	66. Manage the council's statutory 'safety net' response to individuals with NRPF and work proactively to resolve cases when we provide accommodation and subsistence support	Ongoing	NRPF
Support resettled refugees to make the best start in their lives and reach their full potential	67. Manage buy-back properties, to successfully deliver the humanitarian housing response and to secure an affordable housing legacy	Ongoing	NRPF
	68. Monitor hosting arrangements in place for Ukrainian nationals and other refugees or migrants to ensure that basic housing standards are being met, that individuals being hosted are not exploited and that hosts receive the support they need	Ongoing	NRPF
	69. Provide continued support 750 single male asylum seekers housed in Home Office hotels in Islington. Ensure the safety and	Ongoing	NRPF

	wellbeing of asylum seekers accommodated by the Home Office in Islington through an Islington-wide partnership response		
	70. Deliver a web-based casework system to enable better oversight of our integration successes and outcomes	Q1 2025	NRPF
Be a model of good practice, to demonstrate that systems can work in support of all vulnerable individuals and challenge racism and inequality	71. Deliver events and social engagement and community-based activities to promote Islington values of welcome and solidarity	Ongoing	NRPF
	72. Use grant funding to mitigate additional burdens on existing services, to increase capacity of organisations to meet the needs of new and existing communities	Ongoing	NRPF
	73. Deliver NRPF Network services to improve local authority implementation of statutory 'safety net' responsibilities for NRPF families, children and adults to alleviate migrant destitution, including through the delivering of commissioned-based training and delivery of webinars in partnership with DHSC, LGA and the Home Office	Ongoing	NRPF
	74. Having evidenced a collective £77.6 million per annum spent on social care support across 82 local authorities using the NRPF Connect database, work with local government associations to advocate for the policy and funding changes necessary to reduce pressures	Ongoing	NRPF
	75. Operate NRPF Connect database in partnership with the Home Office and communicate benefits of the service to councils	Ongoing	NRPF
	76. Share knowledge and best practice across boroughs through NHLP and work across the subregion to ensure that services are in place to find a route out of destitution for individuals with NRPF, with particular attention to the availability of specialist immigration advice to address immigration matters with the Home Office	Ongoing	NRPF and North London Housing Partnership

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