How can data stop homelessness before it starts?

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Building a better
working world

Agenda

Welcome

The problem

Our solution: reducing the risk of homelessness at Maidstone Borough Council

Early intervention & prevention — where else is this approach delivering value?

What's next?

Q&A and roundtable discussion

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The problem

Social context

Maslow's hierarchy of needs — people need their basic needs met to ensure a sense of stability and security

If needs aren't met, an individual's situation can deteriorate — leading to a higher risk of negative outcomes (e.g. homelessness, debt etc)

People's ability to have their basic needs has been compromised by recent societal events — e.g. cost of living crisis, housing shortages etc

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Maidstone case study

Context

2002

The Homelessness Act introduced a requirement for Local Authorities to regularly review the levels of homelessness in their areas, and formulate a homelessness strategy

2018

The Homelessness Reduction Act (HRA) came into force, leading to increased demand for Housing services in a period of reduced funding due to austerity measures

2018

Maidstone recorded a 58% increase in homelessness decisions over a five-year period

2019

Maidstone launched their new Homelessness & Rough Sleeper Strategy, prioritising the **prevention** of homelessness

Maidstone, UK

Increase in homelessness decisions made

426
622
626
665
675

700
600
500
400
300

2013/14 2014/15 2015/16 2016/17 2017/18

Maidstone case study

Challenges

In order to transform and deliver on the new strategy, Maidstone recognised the need to overcome a number of challenges:

Using **data and predictive analytics** to understand the **risk factors** contributing to increased homelessness, and how to **improve commissioning** of services and resources	**Early identification** of those at risk of homelessness in order to proactively offer support, ensuring fair representation across geographical wards (3 of which rank in the top 10% for deprivation in the broader Kent county)

Accessing the **increasing volume of citizen data** held across internal and external systems	Quickly and easily viewing information relevant to an individual or household through a **'single view of household'**	**Public sensitives** around using 'big data' and predictive analytics

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The solution

- The Council approached EY and Xantura (our data and analytics partner) to support their transformation towards a preventative service model.

- Collectively, we pioneered a new approach to tackling homelessness by designing and implementing *'OneView'* — an innovative data and analytics tool that brings together data from different areas to identify those at risk of future homelessness.

- Through the implementation, we were able to build a capability focussed on generating and using insights to enable strategic decision making — ultimately transforming the way that vulnerable groups are supported.

- The tool also enabled allowed Maidstone to overcome a number of their key challenges, with core functionalities including:

By better understanding the demand for temporary accommodation and examining how trends change over time, we can help councils adapt their services accordingly and continue supplying timely, personalised support in the future.

Single view of customer via automated case summaries
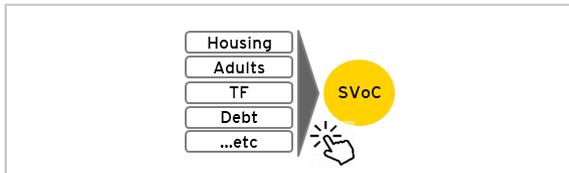

Robust data controls through IG-Bridge
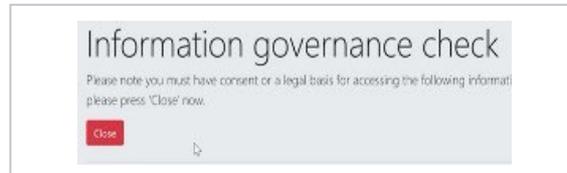

Interactive reporting
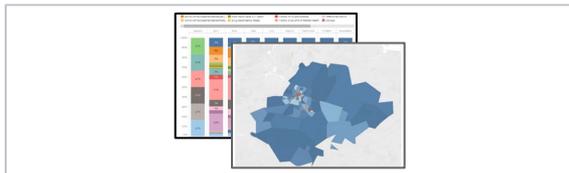
Proactive risk alerts

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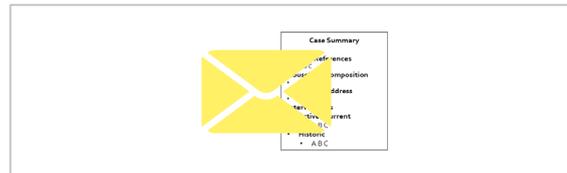
How we worked together & the outcomes

How we worked together (1 year journey)

1	2	3	4	5	6
Data governance	Engagement with Council & partners	Data gathering & design of alerts	Automated case summaries	Communications & training	Dashboards & post go-live support
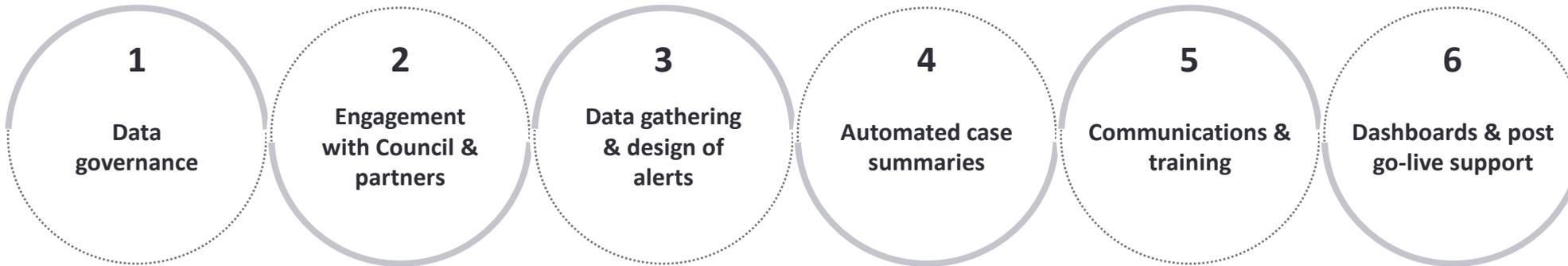
The outcomes

Reduction in homelessness through improved early intervention
- Households identified **3-6 months** before reaching crisis point
- **40% reduction in homelessness** due to risk alerts enabling proactive support

Generated cost savings
- **£225k in actual cost savings**, with potential savings of £578k with a broader roll-out; this is equivalent to **15% of the Housing budget**
- Represents an **ROI of over 600%** and broader **societal savings of £2.5m**

Reduced administrative burden
- **61 days reinvested** in working directly with vulnerable citizens
- Potential to increase to **160 days** with a broader roll-out

Improved partner working
- Consolidated **15+ data files** from internal and external sources
- Enabled teams to gain a **more holistic understanding** of an individual's situation

650+ alerts generated

Group A
40% proactive contact (early intervention) → 0.4% became homeless

Group B
60% no action taken (lack of capacity) → 40% became homeless

What does this show?

Despite Group A being 'higher risk', Maidstone was able to achieve a 40% reduction in homelessness due to early intervention.

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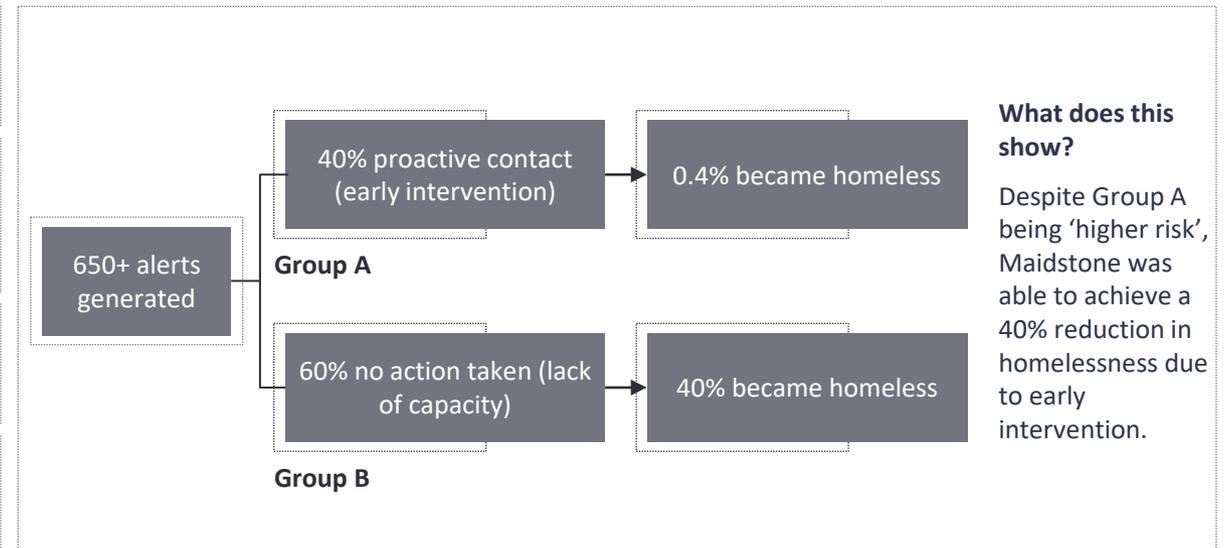
Where else is this approach delivering value?

OneView at Barking and Dagenham

We embarked on our OneView journey in 2018 following the creation of Community Solutions and the corporate Insight Hub, with the overall aims to:

1. **Improve resident outcomes and quality of life** by providing or connecting residents to the right help and support when they need it
2. **Prevent rising need and points of crisis** by enabling better informed and targeted interventions
3. **Contribute to demand management for social care and homelessness services**, generating savings.

OneView is an **advanced analytics and predictive modelling platform** that brings together **60+ historically disconnected data extracts from five key service areas** to provide a single view of a household.

Data included from…

Adults Social Care	Children's Social Care	Housing
Revenues & Benefits	Schools Census	

Overall, OneView…

Has **processed 125 million rows of data** to date	Is **used by over 300 ComSol staff**	Is saving **staff c10 minutes per household** — some staff use Case Summaries **60+ times per month**
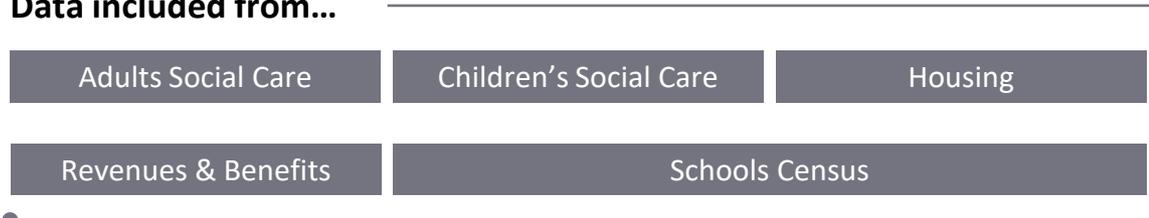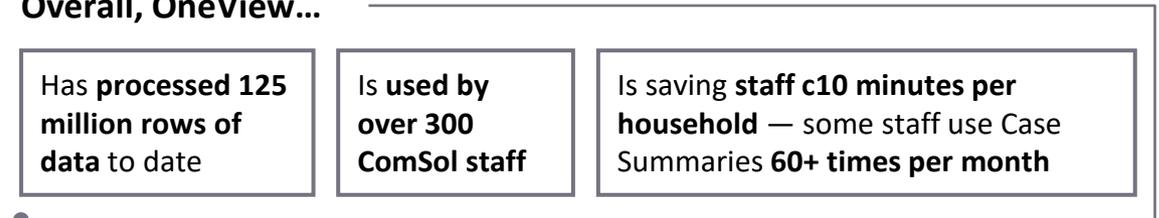
To date, OneView design and deployment has been focussed on four key areas:

Support & ethical collections	Covid-19 response	Temporary accommodation	Supporting Families
OneView supported an increase in the arrears reduced from £212k in 2020-21 to £984k in 2021-22 (364% increase) and increase in income maximisation from £1m in 2020-21 compared to £1.8m in 2021-22 (80% increase)	OneView was leveraged during the Covid-19 pandemic to accurately predict 93.6% of the individuals (8,000 people) that would have been on the shielding list before it was shared by the Government, proactively provide support and prioritise distribution of 1000+ emergency food parcels.	OneView helped the service reduce the number of households in particularly costly Temporary Accommodation by 45 by 31 March — bringing annual savings of c£450,000 — and become cost neutral by the end of 2022/23	One view is helping to proactively identify and target families who would benefit from support. Through a more real time review approach is identifying potential service gaps to deliver an improved experience. It also helps make the statutory reporting easier too!

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What's next?

Technical perspective

Extend data reach

Health data
Contextual safeguarding

Joined up service delivery

Enable **multi-agency working and collaboration** to ensure the right support is provided at the right time

Analytics collaboration across partners

Collaboration forum — accelerate and manage risks

Building on above

1 Domain expansion (internal) — e.g. Adults Social Care, Children's Social Care

2 Joined up service delivery — drive greater interconnectivity between agencies / third parties

3 Extend data reach — bringing in additional data sources from 'non-traditional' sources (i.e. case notes); for example, IoT/tech-enabled care devices

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Q&A?

How can data stop homelessness before it starts?

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Roundtable

Where do you see the biggest opportunities to apply #bigdataforbiggood in your organisation?

What are your biggest challenges in this space?

What are the top 3 things that could help accelerate progress and make a difference for your citizens?

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