HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2026-2029

Hinckley & Bosworth Borough Council

What is Homelessness?

The legal definition of homelessness is:
A household who has no home in the UK or anywhere else in the world available and reasonable to occupy.

Scope and Purpose

The strategy provides the framework for the Council and its partners to prevent and relieve homelessness, meet statutory duties, reduce rough sleeping and improve outcomes for people who are homeless or at risk. It covers all forms of homelessness, including hidden homelessness, insecure housing, temporary accommodation and rough sleeping.

Delivery will be supported by a detailed annual action plan, refreshed each year to reflect demand, resources, legislation, national policy and feedback from people using services.



Our vision and principles

Vision

Everyone should have access to a safe, decent and secure home. We will prevent homelessness wherever possible, act quickly when it occurs and support people to sustain accommodation so that homelessness does not recur.

Principles

- **Prevention first: act at the earliest opportunity and address causes, not only symptoms.**
- **Housing-led: prioritise the quickest sustainable route to a settled home, with support wrapped around the person.**
- **No wrong door: ensure people receive a coordinated response and are not passed between services.**
- **Needs-led and trauma informed: do not require a person to sleep rough or to repeatedly evidence crisis before help is offered.**
- **Personalised and inclusive: recognise different needs, risks and barriers, and make reasonable adjustments.**
- **Co-produced: involve people with lived experience and frontline staff in design, delivery and review.**
- **Evidence-led and accountable: use data, outcomes and learning to focus resources and demonstrate impact.**

Corporate Plan

This strategy aligns with the following corporate objective:

'Work to prevent all forms of homelessness'.

Key Priorities and Actions

The strategy identifies six priority themes:

1	**Prevent homelessness earlier** Identify risk sooner, intervene before crisis and strengthen tenancy sustainment.
2	**Make homelessness brief** Provide rapid, effective assessment and the quickest sustainable route to settled accommodation.
3	**Reduce rough sleeping** Use a needs-led, housing-led response so nobody must sleep rough to access support.
4	**Improve accommodation and supply** Eliminate unlawful family B&B use, improve temporary accommodation and increase settled housing options.
5	**Meet complex and diverse needs** Deliver trauma-informed, personalised, flexible and coordinated support, including for people leaving institutions.
6	**Work as one system** Strengthen shared responsibility, lived-experience involvement, data, governance and accountability.



1. Prevent homelessness earlier

We will identify risk sooner and make prevention a shared responsibility. We will achieve this by:

- Ensuring that our services are accessible to all
- Developing referral triggers and protocols with landlords, welfare, health, social care, children's services, probation and voluntary partners
- Strengthening duty to refer arrangements and prepare for the duty to collaborate
- Working collaboratively with partners to identify those at risk of homelessness and address the causes of homelessness
- Providing an effective mediation service to try and prevent homelessness from occurring
- Offering dedicated resource to preventing homelessness
- Responding early to notices and affordability pressures and adapt practice to Renters' Right Reforms.
- Strengthening the care leaver pathway and joint planning so the homelessness route is not used as a substitute for planned accommodation
- Promoting tenancy sustainment with targeted casework to prevent avoidable tenancy loss.
- Continuing to flex and develop our services to meet the needs of our customers
- Aligning the objectives of our strategy to other corporate objectives and strategies



2. Make homelessness brief

Where homelessness cannot be prevented, we will respond quickly and secure the earliest sustainable housing outcome. We will achieve this by:

- Ensuring that our services are accessible to all
- Providing accessible and timely assessments
- Providing clear advice and a personalised housing plan focused on practical steps and sustainable outcomes
- Providing planned move-on and follow-up support for households at greatest risk of tenancy failure
- Using social housing, private rented access, supported housing and other suitable options to reduce time without a settled home



3. Reduce rough sleeping

We will reduce rough sleeping through rapid, assertive and compassionate responses based on need. We will achieve this by:

- Promoting our 'No Second Night Out' service
- Continuing to support an outreach service to provide effective and tailored support
- Developing direct and rapid routes into suitable accommodation with flexi, multi-disciplinary support for people with long-term or complex needs
- Continuing the provision of cold weather and severe weather service during adverse weather episodes, with personalised exit planning after every placement
- Using case review, safeguarding and multi-agency escalation where risks are high or services are not working together



4. Improve accommodation and supply

We will reduce reliance on costly and unsuitable temporary accommodation and increase access to good-quality settled homes. We will achieve this by:

- Maintain an effective landlord offer, including deposit and rent-in-advance support, landlord liaison and tenancy sustainment
- Collaborating with letting agents and local landlords to maximise pathways into accommodation people into the private sector
- Working in partnership with both external and internal stakeholders to pursue opportunities for housing development in the Borough
- Targeting the owners of empty properties within the Borough, to encourage them to rent out their accommodation
- Avoiding the use of bed and breakfast/hotel provision for families, except very short-term emergency use and act immediately where statutory limits may be at risk
- Applying clear standards, regular checks, safeguarding arrangements and placement considerations, including education, health and support needs when households are placed into temporary accommodation
- Delivering the Councils acquisition and development activity, pursuing affordable housing opportunities
- Maximising nominations and lettings to social housing available in the Borough and make best use of stock



5. Meet complex and diverse needs

We will deliver personalised responses that recognise trauma, inequality and overlapping support needs. We will achieve this by:

- Agreeing early notification and joint discharge planning so no eligible person is discharged to the street from hospital
- Strengthening pre-release planning, information sharing and links with probation and accommodation services
- Providing co-ordinated, psychologically informed and trauma-informed casework
- Ensuring safe, survivor-centred housing options and effective links between housing, domestic abuse services, social care and safeguarding
- Using timely notifications and specialist pathways
- Continuing to work to ensure that our housing services are accessible to all our customers
- Referring customers to relevant and appropriate statutory and non-statutory services

6. Work as one system

Reducing homelessness requires shared ownership, clear governance and resources focused on outcomes. We will achieve this by:

- Establishing a strategic homelessness partnership with senior representatives and operational delivery groups, aligned to wider housing, health and safeguarding governance
- Developing effective relationships with both statutory and non-statutory services
- Working with partners to identify gaps and support those most at risk
- Providing and accepting joint training on prevention, trauma-informed practice, safeguarding, equalities, legal duties and local pathways
- Offering opportunities for people with lived experience to influence priorities, service design and evaluation
- Using case audits to understand missed prevention opportunities



For more information please contact:
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Hinckley & Bosworth Borough Council

Introduction & Context

This Action Plan sets out how Hinckley & Bosworth Borough Council and its partners will deliver the priorities contained within the Council's Homelessness and Rough Sleeping Strategy 2026-2029. The Action Plan translates the Strategy into a programme of practical activity designed to prevent homelessness, reduce rough sleeping, improve access to accommodation and support residents to sustain settled homes. It provides the framework through which progress will be monitored and reported throughout the life of the Strategy.

The Action Plan should be read alongside the Council's Homelessness and Rough Sleeping Strategy, Homelessness Review, Corporate Plan, Housing Strategy and other relevant local plans and partnership arrangements. It also supports the Government's commitment, set out in A National Plan to End Homelessness, that homelessness should be rare, brief and non-recurring, with prevention placed at the heart of local service delivery.

The need for this Action Plan is underpinned by both national and local pressures. Nationally, homelessness, temporary accommodation use and housing affordability challenges continue to increase. Locally, demand for assistance from the Housing Options Service has risen steadily, with approaches for homelessness assistance increasing from 1,168 households in 2022/23 to 1,381 households in 2025/26. The Council's Homelessness Review identified increasing demand for homelessness services, growing pressures within the private rented sector, rising temporary accommodation usage and increasing complexity of need amongst households seeking assistance.

The borough also faces significant housing market challenges. Demand for affordable housing continues to exceed supply, access to accommodation within the private rented sector remains difficult, Local Housing Allowance rates continue to fall below typical market rents and affordability pressures remain a significant contributor to housing insecurity. These challenges are amplified by population growth, an ageing population, cost of living pressures and increasing demand for housing and support services.

Despite these pressures, strong progress has been made since the previous strategy. The Council and its partners have strengthened homelessness prevention activity, expanded accommodation pathways, increased partnership working across Leicester, Leicestershire and Rutland, supported residents at risk of rough sleeping, developed additional supported accommodation options and improved tenancy sustainment support. Local partners continue to play a vital role in preventing homelessness, supporting vulnerable residents and improving outcomes across the borough.

This Action Plan builds upon these achievements and is structured around six priorities identified through the homelessness review process, stakeholder engagement and public consultation:

1. Prevent homelessness earlier.
2. Make homelessness brief.
3. Reduce rough sleeping.
4. Improve accommodation and supply.
5. Meet complex and diverse needs.
6. Work as one system.

Together, these priorities reflect both the needs identified within the borough and the expectations of the national homelessness agenda. They recognise that preventing homelessness and rough sleeping is not the responsibility of one organisation alone and requires coordinated action across housing, health, social care, criminal justice agencies, registered providers, voluntary organisations and people with lived experience. The Council and its partners will work collectively to deliver the actions contained within this plan and improve outcomes for residents who are homeless or at risk of homelessness.

The Action Plan is a live document that will be reviewed and updated annually however, it may also be updated throughout the life of the Strategy to reflect changing demand, legislative requirements, funding opportunities and local priorities.

Principles & values

The delivery of this Action Plan will be guided by a shared set of principles and values which reflect the Council's commitment to preventing homelessness, ending rough sleeping and improving outcomes for residents across the borough. Whilst Hinckley & Bosworth Borough Council has statutory duties and a clear leadership role, preventing homelessness and supporting people to secure and sustain suitable accommodation is a shared responsibility requiring coordinated action across public services, housing providers, voluntary organisations and local communities.

The Council and its partners will work together to ensure homelessness is prevented wherever possible, that homelessness experiences are brief when they occur, and that people receive the support necessary to access and maintain settled accommodation.

This approach reflects the ambitions of the Government's National Plan to End Homelessness and the priorities identified through the Council's homelessness review, stakeholder engagement and public consultation.

The following principles will guide delivery of the Strategy and Action Plan:

Prevention First
We will intervene as early as possible to identify housing difficulties, address the causes of homelessness and support residents to remain safely in their existing accommodation or secure suitable alternative housing before a crisis occurs.

Person-Centred and Trauma-Informed
We will place individuals, families and their experiences at the centre of service delivery, recognising that homelessness affects people in different ways and that support must be tailored to individual circumstances, strengths and aspirations.

Partnership and Shared Responsibility
We will work as one system, bringing together housing, health, social care, criminal justice agencies, registered providers, voluntary and community organisations and people with lived experience to achieve outcomes.

Dignity, Respect and Inclusion
We will treat all residents fairly and with respect, ensuring services are accessible, inclusive and responsive to the diverse needs of individuals, families and communities across the borough.

Evidence-Led and Outcomes Focused
We will use data, performance information, local intelligence and lived experience to understand need, shape services and measure success, focusing on outcomes that improve people's lives rather than activity alone.

Accountability and Continuous Improvement
We will be transparent about our performance, celebrate success, learn from challenges and work collaboratively to improve services, ensuring resources are used effectively and deliver value for residents and communities.

Lived Experience and Co-production
We will seek to involve people with lived experience of homelessness and rough sleeping in the design, delivery and review of services, ensuring that local provision is informed by those who use it and reflects real experiences.

Local governance, monitoring and reporting

Effective partnership working and strong governance arrangements will be critical to the successful delivery of the Homelessness and Rough Sleeping Strategy and Action Plan. Hinckley & Bosworth Borough Council benefits from well-established partnership arrangements across housing, health, social care, criminal justice services, accommodation providers and the voluntary and community sector. These partnerships have contributed significantly to preventing homelessness, reducing rough sleeping and improving accommodation and support pathways for residents across the borough.

The Homelessness Review highlighted the importance of maintaining strong partnership working whilst strengthening performance management, accountability and shared ownership of outcomes. Delivery of this Action Plan will therefore be supported through a range of strategic and operational forums which will oversee progress, monitor performance, identify emerging risks and ensure actions remain aligned with local needs and national priorities.

Progress against the Action Plan will be monitored through a combination of performance reporting, statutory returns, partnership intelligence, service reviews and customer feedback. The Action Plan will be reviewed annually to ensure it remains responsive to emerging challenges, opportunities and legislative change.

Governance Arrangements

Governance Element	Role
HBBC Leadership Team and Lead Member for Housing	Provide strategic leadership, approve priorities, monitor performance and ensure homelessness and rough sleeping remains a corporate priority.
Homelessness Strategy Steering Group	Multi-agency strategic group chaired by Hinckley & Bosworth Borough Council. Responsible for overseeing delivery of the Homelessness and Rough Sleeping Strategy and Action Plan, monitoring performance, reviewing risks and barriers and promoting shared accountability across partner organisations.
Homelessness Forum	Wider stakeholder forum bringing together statutory services, registered providers, support agencies, voluntary and community organisations and other partners to support collaboration, information sharing, service development and good practice.
People with Lived Experience	Provide feedback, challenge and insight to support service design, review and continuous improvement. Ensure the experiences of people affected by homelessness help shape local priorities and service delivery.
Leicestershire Rough Sleeper Service and Rough Sleeping Partnerships	Coordinate operational and strategic responses to rough sleeping across the borough and support delivery of local and countywide rough sleeping priorities.
Health, Safeguarding and Community Safety Partnerships	Contribute to delivery of agreed actions, promote joined-up approaches to complex needs, and ensure alignment across related strategic priorities and statutory duties.
Leicester, Leicestershire and Rutland (LLR) Homelessness Alliance and Other Sub-Regional Partnerships	Support joint working across local authority boundaries, share learning and coordinate responses to cross-boundary homelessness and housing challenges.
Council Scrutiny and Governance Arrangements	Receive updates on progress and performance, review delivery of the Strategy and Action Plan and provide democratic accountability.

Partnership working

Preventing homelessness, reducing rough sleeping and supporting people to sustain settled accommodation depends upon effective partnership working. Whilst Hinckley & Bosworth Borough Council has a clear leadership role and statutory responsibilities, no single organisation can address the wide range of factors which contribute to homelessness. Successful prevention and early intervention relies upon housing services, health and social care partners, registered providers, support agencies, criminal justice services, voluntary and community organisations and people with lived experience working together towards shared outcomes.

Partners will work together to strengthen early intervention and prevention activity, improve identification of households at risk of homelessness and ensure residents can access timely advice, accommodation and support services before housing problems reach crisis point. This will include continued promotion of the Duty to Refer, strengthening referral pathways, improving information sharing and supporting a coordinated approach to tenancy sustainment and successful move-on from temporary and supported accommodation.

Particular emphasis will be placed on improving outcomes for people experiencing multiple disadvantage, complex needs or repeat homelessness. Partners will continue to work together to provide coordinated support and ensure services are accessible, responsive and centred around the needs of the individual. This will include strengthening links between housing, mental health, substance misuse, safeguarding and community support services.

The Council and its partners will also continue to strengthen pathways for people leaving institutions and other settings where there is an increased risk of homelessness. This reflects the national ambition that nobody should leave prison, hospital, care or other institutional settings without suitable accommodation and support arrangements in place. Existing protocols and partnership arrangements will be reviewed and strengthened where necessary, with a focus on earlier identification, coordinated discharge planning, accommodation pathways and support to sustain settled housing outcomes.

Partnership arrangements across Hinckley and Bosworth, Leicester, Leicestershire and Rutland will support the effective use of collective resources, expertise and learning to improve outcomes for residents.

Temporary Accommodation

Temporary accommodation plays an important role in ensuring that households who are homeless and owed a statutory housing duty have access to safe and suitable accommodation whilst longer-term housing solutions are secured. Hinckley & Bosworth Borough Council is committed to reducing reliance on temporary accommodation wherever possible through early intervention, homelessness prevention and rapid move-on into settled housing.

The Council recognises that temporary accommodation should be a short-term solution and will seek to ensure that accommodation is suitable, good quality and located as close as reasonably practicable to the borough and local support networks. Particular priority will be given to minimising the use of Bed and Breakfast accommodation for families with dependent children and ensuring that, where such accommodation is used in emergency circumstances, households are moved into more suitable accommodation as quickly as possible.

The Council's approach to the procurement, allocation, management and review of temporary accommodation is set out within the Temporary Accommodation Policy. Delivery of this Action Plan will support these objectives through increasing the supply of suitable accommodation, reducing lengths of stay and improving move-on opportunities into settled housing.

Implementation and delivery

This Action Plan will be delivered through a combination of service improvements, partnership activity, targeted projects and ongoing performance management. The Council recognises that different actions will require different approaches to delivery and that flexibility will be required to respond to changing demand, emerging opportunities and legislative change.

The Council and its partners will utilise a range of delivery approaches depending on the nature and complexity of each action:

- **Business as Usual –** Actions delivered through existing service provision, partnership arrangements and continuous service improvement activities.
- **Projects and Task-and-Finish Groups –** Time-limited projects established to deliver specific priorities, develop new ways of working, implement service improvements or coordinate partnership activity.
- **Pilot and Test-and-Learn Approaches –** Used where there is uncertainty, innovation or a need to better understand local demand and outcomes before wider implementation. This approach allows services and partners to trial new approaches, evaluate effectiveness and determine whether activity should be expanded, adapted or discontinued.
- **Partnership-Led Delivery –** Actions delivered jointly with external partners, recognising that many of the factors contributing to homelessness, rough sleeping and housing insecurity require coordinated responses across organisational boundaries.

Detailed actions, milestones, lead officers, partner responsibilities, timescales and success measures are set out within Annex A: Homelessness and Rough Sleeping Action Plan 2026-2029. Progress against the Action Plan will be reviewed regularly through the governance arrangements described within this document, with actions updated where necessary to reflect emerging needs, performance trends and changes in national policy or local circumstances.

Performance and Local Outcome Framework Targets

The National Plan to End Homelessness requires local authorities to establish measurable targets against key homelessness and rough sleeping outcomes. The purpose of the Local Outcomes Framework (LOF) is to provide transparency, support performance monitoring and ensure that delivery of this Action Plan remains focused on achieving meaningful improvements for residents.

The targets set out below have been developed using local performance information, identified trends, service demand and the priorities highlighted through the Homelessness Review. They provide a framework for measuring progress against key indicators relating to homelessness prevention, temporary accommodation and rough sleeping.

The accompanying Action Plan (Annex A) sets out the activities and partnership actions that will support achievement of these outcomes. Progress against the targets will be reviewed regularly through the governance arrangements outlined in this document, with performance monitored throughout the lifetime of the Strategy. Targets may be revised where national requirements, local circumstances or baseline performance change significantly.

The Council remains committed to reducing the use of temporary accommodation, improving prevention and relief outcomes, supporting households experiencing multiple disadvantage and ensuring that rough sleeping is rare, brief and non-recurring. The Local Outcomes Framework will provide a consistent mechanism through which progress against these ambitions can be measured and reported.

LOF Metric	Baseline (July – Sept 2025/26)	Year 1 Target (2026/27)	Year 2 Target (2027/28)	Year 3 Target (2028/29)
Rate of households in temporary accommodation with children per 1,000 households	1.17	1.15	1.10	1.05
Number of families in Bed & Breakfast accommodation exceeding six weeks	2	0	0	0
Percentage of homelessness duties where homelessness was prevented or relieved	16.98%	25%	30%	33%
Percentage of homelessness duties where homelessness was prevented or relieved for households experiencing multiple disadvantage	33.33%	35%	37%	39%
Number of people sleeping rough over the month who are classified as long-term rough sleepers	1 (November 2025)	1	0	0
Number of people sleeping rough on a single night	6 (October 2025)	3	2	1

Annex A – action plan

Theme Area	Unit	Action	Responsible Person(s)	Partner Agency (if applicable)	Timeframe	Success Outcome
Prevent Homelessness Earlier - Identify risk sooner, intervene before crisis and strengthen tenancy sustainment	1.1	Ensure that our services are accessible to all and that wider stakeholders know our offer and can refer to us.	Assistant Director of Stat Housing / Service Manager / Team Leader		Ongoing	• Reduction in crisis presentations. • Increased partner referrals.
	1.2	Develop a homelessness awareness and early help programme.	Service Manager		March 2028	• Increased prevention approaches and activity. • Reduction in crisis presentations. • Increase in partner referrals.
	1.3	Work collaboratively with internal services and partners to identify those at risk of homelessness and address causes of homelessness.	Assistant Director of Stat Housing / Service Manager	All partners	Ongoing	• Increase in prevention approaches and activity. • Reduction in crisis presentations.

						• Increase in partner referrals.
	1.4	Provide an effective mediation service to prevent homelessness from occurring.	Prevention Officers	CAB	Ongoing	• Increase in successful prevention and relief outcomes where mediation contributes to a positive outcome.
	1.5	Continue to flex and develop our services to meet the needs of our customers.	Assistant Director of Stat Housing / Service Manager		Ongoing	• Positive customer feedback.
	1.6	Align the objectives of our strategy to other corporate objectives and strategies.	Assistant Director of Stat Housing		Ongoing	• Homelessness prevention recognised as a corporate responsibility and priority.
	1.7	Develop education and life skills initiatives that support tenancy readiness and housing sustainability.	Service Manager / Partner Agency	To be identified	January 2028	• Numbers attending training. • Reduction in tenancy failures. • Improved tenancy sustainment.

	1.8	Strengthen financial inclusion and affordability support pathways.	Communities Manager / Service Manager		Ongoing	• Increase in welfare support referrals. • Reduced homelessness caused by financial hardship.
	1.9	Continue to embed the Prevention Policy into day-to-day service delivery.	Housing Options Officer / Prevention Officers		Ongoing	• Increase in successful prevention duty outcomes.
	1.10	Consolidate and expand preventative work so that Personal Housing Plans are in place for anyone threatened with homelessness within 56 days.	Housing Options Officer / Prevention Officers		Ongoing	• Tailored support plans in place for all prevention duty cases.
	1.11	Develop prevention awareness sessions in schools, colleges and youth services.	Service Manager / Prevention Officers	Lawrence House	December 2027	• Minimum 10 sessions delivered annually. • Increase in referrals from education providers. • Reduction in youth homelessness.

	1.12	Develop a tenancy ready programme.	Service Manager	To be identified	July 2028	• 50 customers completing annually. • Reduced tenancy failures. Improved tenancy sustainment.
Theme Area	**Unit**	**Action**	**Responsible Person(s)**	**Partner Agency**	**Timeframe**	**Success Outcome**
Reduce Rough Sleeping - Use a needs-led, housing-led response so nobody must sleep rough to access support	2.1	Ensure an offer of off-the-street provision to rough sleepers, to enable meaningful engagement and the development of a longer-term housing and support plan.	Housing Options Officer	Outreach Service	Ongoing	• Reduction in longer-term rough sleepers.
	2.2	Continue to support an outreach service to provide effective and tailored support.	Service Manager / Partner Agency	Outreach Service	Ongoing	• Engage 90% of verified rough sleepers. • Reduce repeat rough sleeping. • Increase accommodation outcomes.

	2.3	Continue the provision of a cold weather and severe weather service during adverse weather episodes.	Service Manager / Partner Agency	Outreach Service	Ongoing	• 100% offered SWEP. • 100% offered follow-on support.
	2.4	Develop a coordinated rough sleeper pathway with voluntary and community sector partners.	Service Manager / Partner Agency	Falcon Support Services / Outreach / Bridge	July 2027	• Pathway agreed and reviewed quarterly.
	2.5	Reduction in verified long-term rough sleepers by 2029.	Service Manager / Partner Agency	Outreach Service	January 2029	• 50% reduction
	2.6	Develop accommodation pathways to offer longer-term off-the-street provision and support.	Service Manager / Partner Agency	Outreach & Falcon Support Services	December 2027	• Increased accommodation outcomes and tenancy sustainment. • Reduction in repeat homelessness for rough sleepers

Theme Area	Unit	Action	Responsible Person(s)	Partner Agency	Timeframe	Success Outcome
Improve Accommodation and Supply - Eliminate unlawful family B&B use, improve temporary accommodation and increase settled housing options	3.1	Review and revise our private sector landlord offer to provide effective incentives and support.	Service Manager / Prevention Officers		October 2027	• Increase in PRS placements • Reduced failed PRS placements
	3.2	Collaborate with letting agents to maximise pathways to accommodate people into the private sector.	Service Manager / Prevention Officers		December 2027	• Annual landlord engagement event. • Increase in PRS placements
	3.3	Work in partnership with both external and internal stakeholders to pursue opportunities for social housing development within the borough.	Strategic Housing Enabler		Ongoing	• Local Plan targets achieved. • National house building target achieved.

	3.4	Target the owners of empty properties within the borough, to encourage them to rent their accommodation.	Service Manager / Team Leader	Council Tax	April 2028	• Contact long-term empty property owners annually.
	3.5	Acquire suitable temporary accommodation to ensure that households are temporarily rehoused in accommodation suitable to their needs and of good quality	Service Manager		April 2028	• Reduce nightly paid placements. • Reduce TA expenditure. • Increase in positive feedback regarding TA placements
	3.6	Ensure that hotel accommodation is only used for families in emergency situations and move on plans are developed to move onto more suitable accommodation at the earliest opportunity.	Housing Options Officer		Ongoing	• No family beyond in B&B 6 weeks.
	3.7	Develop supported housing pathways for customers with complex needs.	Assistant Director / Service Manager		Ongoing	• Increased supported housing placements.

						• Increase in tenancy sustainment
	3.9	Develop supported housing pathways for single households through Hostel to Home Model	Director (Places) / Assistant Director / Service Manager		Ongoing	• Increased supported housing placements. • Increase in tenancy sustainment • Reduced average stay in TA • Reduction in annual TA spend
Theme Area	**Unit**	**Action**	**Responsible Person(s)**	**Partner Agency**	**Timeframe**	**Success Outcome**
Work as One System - Strengthen shared responsibility, data, governance and accountability	4.1	Develop and maintain effective relationships with both statutory and non-statutory services.	Housing Options Manager/ Team Leader	All partners	Ongoing	• Regular attendance at homelessness forums
	4.2	Work with partners to identify gaps and to support those most at risk.	Housing Options Manager/ Team Leader	All partners	Ongoing	
	4.3	Maximise opportunities to collaborate with other local	Housing Options	Registered providers and	Ongoing	

		authorities and registered providers.	Manager/ Team Leader	LLR Local authorities		
	4.4	Ensure that opportunities for joint training and wider collaboration are facilitated.	Housing Options Manager/ Team Leader	All partners	Ongoing	
	4.5	Confirm pathways with those services that provide move on accommodation.	Housing Options Manager/ Team Leader		May 2027	
	4.6	Develop quarterly professionals' forums to look at homelessness demand and trends to consider what services can offer to address the needs of those accessing the service.	Director (Places)/ Assistant Director of Stat Housing/ Service Manager	All partners	Jan 2027	• Minimum 4 meetings annually. • Attendance from 80% of invited partner agencies. • Annual action log demonstrating changes resulting from forum discussions.
	4.7	Produce and maintain a local homelessness service directory and referral map	Service Manager	All partners	October 2027	• Directory launched • Reviewed every 6 months by all services.

						• Distribution to 100% of partner organisations.
	4.8	Implement a Homelessness Strategic Steering Group to oversee the implementation of the action plan and hold partnership agencies to account - to meet twice a year	Director (Places)/ Assistant Director of Stat Housing	Chief or principal officers from Children's Services, Adult Social Services, Registered Providers, National Probation Services, Job Centre Plus, NHS, Public Health	April 2027	• Minimum 80% attendance from core partners. • Action plan reviewed twice a year. • Annual strategy performance report produced.
	4.9	Provide cross-sector learning and shadowing opportunities	Director (Places)/ Assistant Director of Stat Housing/ Service Manager	All partners	March 2028	• Increase in partner confidence/knowledge measured through feedback.

	4.10	Reduce duplication by improving customer journey and referral processes.	Director (Places)/ Assistant Director of Stat Housing/ Service Manager	All partners	Ongoing	• Reduction in customers needing to repeat information. • Improved satisfaction from customer feedback surveys.
	4.11	Offer a trauma informed service by ensuring that services share relevant information to reduce repeat trauma.	Director (Places)/ Assistant Director of Stat Housing/ Service Manager	All partners	Ongoing	• Reduction in customers needing to repeat information. • Improved satisfaction from customer feedback surveys.
	4.12	Prepare partners and services for implementation of the Duty to Collaborate	Director (Places)/ Assistant Director of Stat Housing/ Service Manager	All partners	July 2027	• Joint protocol adopted • Attendance of key statutory partners at steering group. • Annual multi-agency action plan agreed
	4.13	Develop a homelessness information sharing protocol	Service Manager/ Partner Agency	All partners	March 2027	• Protocols agreed by key partners, including

						steering group partners. • Improved partner satisfaction via survey year on year. • Reduction in duplicate referrals.
	4.14	Establish a lived experience panel to inform service delivery, policy and performance monitoring	Director (Places)/ Assistant Director of Stat Housing/ Service Manager		December 2027	• Minimum 2 meetings per year. • Evidence of policy or service change resulting from feedback.
	4.15	Develop an annual homelessness workforce development programme	Director (Places)/ Assistant Director of Stat Housing/ Service Manager		March 2028	• Annual training plan implemented. • 100% of officers complete trauma-informed training. • 100% annual mandatory training completed.

						• Annual joint partner training programme delivered.
Theme Area	**Unit**	**Action**	**Responsible Person(s)**	**Partner Agency**	**Timeframe**	**Success Outcome**
Meet Complex and Diverse Needs - Deliver trauma-informed, personalised and coordinated support	5.1	Strengthen mental health, substance misuse and housing partnership arrangements.	Director / Assistant Director / Service Manager	Turning Point / NHS / Falcon	Ongoing	• Joint pathway agreed. • Increase referrals into mental health/substance misuse services. • Reduce repeat homelessness amongst customers with identified support needs.
	5.2	Continue to work to ensure that our housing services are accessible to all our customers.	Housing Options Team		Ongoing	• Customer satisfaction improves annually. • Website accessibility maintained. • Alternative formats available for all key documents.

	5.3	Signpost and refer customers to relevant and appropriates services.	Housing Options Officer / Prevention Officers		Ongoing	• Increase in successful partner referrals. • Positive customer feedback regarding support accessed.
	5.4	We will embed processes to gain feedback from our customers to improve our services.	Service Manager		July 2027	• Minimum 50 customer feedback responses annually. • Annual service improvements resulting from feedback. • Annual "You said, We Did" report.
	5.5	Develop and maintain pathways for veterans at risk of Homelessness	Director / Assistant Director / Service Manager	Loughborough Wellbeing	December 2027	• Reduced discharge into homelessness. • Improved accommodation outcomes for those leaving institutions.
	5.6	Develop and maintain pathways for prison leavers, to avoid being homeless on their first night out of prison	Director / Assistant Director /	Ministry of Justice	December 2028	• Increase in prison leavers referred via the DTR before release

		where they are subject to probation supervision	Service Manager			• Continuation of pre release panel
	5.7	Develop and maintain pathways to increase the number of prison leavers in settled accommodation at 3 months after their release	Director / Assistant Director / Service Manager	Ministry of Justice	December 2028	• Increase in prison leavers referred via DTR when at risk of homelessness from MoJ accommodation
	5.8	Develop and maintain pathways to ensure that no one eligible for homelessness assistance is discharged onto the street after a hospital stay	Director / Assistant Director / Service Manager	NHS	December 2028	• Reduction in hospital discharges to rough sleeping. • Increase in Hospital discharges where homelessness is identified receiving a housing referral prior to discharge. •
	5.9	Develop a pathway with Leaving Care services to reduce the proportion of care leavers under 25 experiencing homelessness and ensure that the homelessness system is not	Director / Assistant Director / Service Manager	Children's Services Leaving Care Team	December 2028	• No care leavers enter homelessness pathway due to planned accommodation ending.

		used as a pathway to house young people at the end of a looked after child placement.				
	5.10	Develop a pathway to enable early intervention for refugees at risk of homelessness.	Director / Assistant Director / Service Manager	Asylum accommodation providers	December 2028	• 100% notifications from asylum accommodation providers for newly granted refugees at risk of homelessness
	5.11	Continue to offer a dedicated Domestic Abuse homelessness pathway with dedicated resource	Service Manager / DA Officer		Ongoing	• Improved housing outcomes for survivors. • Positive customer feedback regarding support accessed.
	5.12	Monitor and review all homelessness presentations arising from discharge from institutions.	Service Manager	Probation / NHS / Social Care	April 2028	• Annual reduction in institution-related homelessness.
	5.13	Ensure front line officers receive regular trauma informed training	Service Manager		December 2028	• All current front-line staff to receive training.

						• New staff members to receive training during probationary period. • Refresher training to be offered every 2 years.
Theme Area	**Unit**	**Action**	**Responsible Person(s)**	**Partner Agency**	**Timeframe**	**Success Outcome**
Make Homelessness Brief - Provide rapid, effective assessment and quickest route to settled housing	6.1	Reduce average time from homelessness approach to duty acceptance.	Service Manager / Prevention Officers / Housing Options Officers		March 2029	• Reduce from 16.8 days to 15 by March 2027, 13 days by March 2028, then 10 days by March 2029.
	6.2	Reduce time spent in temporary accommodation.	Service Manager / Housing Options Officers		January 2029	• 25% reduction in households in TA. • Reduce households remaining in TA over 6 months by 25%. • No family in hotel accommodation

						beyond statutory limits.
	6.3	Increase successful prevention and relief outcomes.	Housing Options Officers / Prevention Officers		December 2027	• 25% successful outcome rate.
	6.4	Reduce repeat homelessness through follow-up and tenancy sustainment support, where support need identified.	Service Manager / Prevention Officers / Housing Options Officers		January 2029	• Reduction in repeated homelessness
	6.5	Reduce overall journey length by reviewing all cases exceeding 180 days and identify barriers to progression.	Service Manager / Prevention Officers / Housing Options Officers		March 2028	Reduce average journey length to 175 days by 2029.