Cheshire West & Chester Council

Homelessness and Rough Sleeping Strategy (2025-2030)

Local Action Plan October 2026



Cheshire West and Chester

Foreword

The Homelessness and Rough Sleeping Strategy 2025-2030 set out our long-term vision of working in partnership towards ending homelessness in Cheshire West and Chester. This Action Plan builds on that vision and provides a clear framework for how the Council and its partners will deliver our priorities over the period 2026-2028.

Homelessness has a profound impact on individuals, families and communities. Whilst homelessness is often associated with rough sleeping, it takes many forms and can affect people at every stage of life. The reasons people experience homelessness are varied and often complex, including relationship breakdown, poverty, poor health, domestic abuse, housing affordability and wider social and economic challenges. Preventing homelessness therefore requires more than a housing response alone. It requires strong partnership working, early intervention and a shared commitment to supporting people before they reach crisis point.

This Action Plan reflects both local priorities and the changing national landscape for homelessness and rough sleeping. It recognises the importance of prevention, improving access to suitable accommodation, reducing rough sleeping and ensuring that people receive the right support at the right time. It also reflects our commitment to improving outcomes for children, young people and families, recognising the lasting impact that housing instability and homelessness can have on people's lives and future opportunities.

We know that no single organisation can prevent or end homelessness alone. Success will depend on the collective efforts of housing providers, health services, Children's Services, Adult Social Care, the voluntary and community sector, criminal justice partners and people with lived experience of homelessness. Through the Homelessness Reduction Board and wider partnership arrangements, we will continue to work together to deliver a coordinated, person-centred and prevention-focused response across the borough.

I would like to thank everyone who continues to contribute towards tackling homelessness and rough sleeping in Cheshire West and Chester. Together, we can strengthen our prevention efforts, improve housing outcomes and support our shared ambition that homelessness should be prevented wherever possible and, where it does occur, should be rare, brief and non-recurring.

Councillor Christine Warner
Cabinet Member for Homes, Planning and Safer Communities

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Introduction

The Homelessness and Rough Sleeping Strategy 2025-2030 sets out Cheshire West and Chester Council's vision of working in partnership towards ending homelessness across the borough. This Action Plan sets out how the Council, and its partners will deliver the priorities and objectives within the Homelessness and Rough Sleeping Strategy 2025-2030 over the period 2026-2028. It sets out how the Council, and its partners will deliver the strategic priorities of the Strategy through practical actions designed to prevent homelessness, reduce rough sleeping and improve access to accommodation and support across the borough.

The Action Plan should be read alongside the Homelessness and Rough Sleeping Strategy 2025-2030 and sits within the Council's wider strategic framework for housing, health and wellbeing, domestic abuse and support for care leavers. Delivery will also be supported through the Homelessness Reduction Board and wider partnership arrangements involving housing providers, health services, children's services, adult social care, probation, domestic abuse services, supported housing providers and the voluntary and community sector. Together, these arrangements provide the foundation for a coordinated and partnership-led approach to tackling homelessness across the borough.

It has been informed by the findings of the Homelessness Review, ongoing local intelligence, performance information and the experience of people who access homelessness services. It reflects both the opportunities and challenges facing the borough, including increasing demand for homelessness assistance, pressures within the housing market, affordability challenges, rising complexity of need and the continued demand for temporary accommodation and rough sleeping services.

The Council's vision is to work in partnership towards ending homelessness in Cheshire West and Chester. Achieving this ambition requires a continued focus on prevention and early intervention, ensuring that households receive the right advice, support and accommodation at the earliest opportunity. The Action Plan therefore places a strong emphasis on preventing homelessness before a crisis occurs, reducing reliance on emergency responses and supporting households to achieve sustainable housing outcomes. It also recognises the wider role that stable housing, financial resilience and early intervention play in improving outcomes for children and families. By preventing homelessness and reducing housing instability, the Council and its partners can contribute to wider ambitions to reduce child poverty and improve life chances.

Development of this Action Plan has taken place during a period of significant national change. The implementation of the Renters' Rights Act, reforms arising from the Supported Housing (Regulatory Oversight) Act, the Government's National Plan to End Homelessness and increasing expectations around partnership working and homelessness prevention present both opportunities and challenges for local services. The actions included within this plan have been designed to respond to these changes whilst remaining focused on local priorities and evidence of need.

The Council also recognises the importance of emerging reforms affecting children, young people and care leavers, including those introduced through the Children's Wellbeing and Schools Act 2026. These reforms are supported by a national commitment to reduce the proportion of care leavers under 25 experiencing homelessness and strengthen

arrangements for supporting young people as they transition to independent living. The Council and its partners will continue to strengthen joint working arrangements between Housing and Children's Services to prevent homelessness amongst young people, support planned transitions to independence and ensure appropriate accommodation pathways are in place.

Through collective action and a shared commitment to prevention, Cheshire West and Chester will continue to strengthen its response to homelessness and rough sleeping, ensuring services remain effective, person-centred and focused on achieving positive outcomes for residents.

Principles and Values

This Action Plan is underpinned by the vision of the Homelessness and Rough Sleeping Strategy 2025-2030: *Working in partnership towards ending homelessness in Cheshire West and Chester*. While the Council has a clear leadership role and statutory responsibilities under homelessness legislation, preventing and reducing homelessness is a shared responsibility that relies on effective partnership working across the borough. The Homelessness Reduction Board will provide strategic oversight of the Action Plan, ensuring partners work collectively towards shared objectives and improved outcomes for residents.

The Council and its partners recognise that homelessness is often the result of a combination of housing, health, financial and social factors. The actions within this plan have therefore been developed to promote earlier intervention, prevent homelessness wherever possible and provide coordinated support for those who require assistance. This reflects a shared commitment to reducing reliance on crisis responses and ensuring that people receive support at the earliest opportunity.

The delivery of this Action Plan will be guided by the following principles:

Prevention First

Preventing homelessness before a crisis occurs remains the most effective way of achieving positive outcomes for households. Partners will work together to identify risks earlier, strengthen referral pathways and provide timely support that helps people remain in their homes or secure alternative accommodation before homelessness occurs.

Person-Centred Approach

People experiencing homelessness have different circumstances, experiences and support needs. Services should be flexible, responsive and tailored to the individual, ensuring that support is built around people's strengths, aspirations and circumstances rather than adopting a one-size-fits-all approach.

Partnership Working

No single organisation can end homelessness alone. Effective collaboration between housing, health, social care, criminal justice agencies, support providers, housing providers, the voluntary and community sector and people with lived experience is essential to delivering sustainable solutions and improving outcomes.

Evidence and Intelligence Led

The Council and its partners will use data, performance information, local intelligence and service user feedback to understand changing patterns of need, identify emerging pressures

and inform decision-making. This will ensure resources are targeted where they can have the greatest impact and that services continue to respond to local need.

Lived Experience

People with experience of homelessness provide valuable insight into how services can be designed, delivered and improved. The Council will continue to develop opportunities for engagement, feedback and co-production to ensure that lived experience remains central to service development and continuous improvement.

Accountability and Continuous Improvement

The Council and its partners are committed to being transparent about performance, measuring progress and learning from experience. Delivery of this Action Plan will be monitored through the Homelessness Reduction Board, supported by regular performance reporting, partnership oversight and review arrangements. This will help ensure actions remain focused on delivering meaningful improvements for residents and communities and that services continue to adapt to changing needs and emerging challenges.

Strategy Priorities and Action Plan Framework

The Homelessness and Rough Sleeping Strategy 2025-2030 provides the long-term framework for preventing and reducing homelessness across Cheshire West and Chester. The Strategy is built around three priorities which continue to provide the foundation for local delivery and decision-making:

Priority 1: Prevent homelessness through early intervention and personalised housing options

Supporting households at the earliest opportunity to prevent homelessness from occurring through timely advice, effective intervention and access to appropriate housing options. This includes strengthening prevention activity, improving early identification of risk and working with partners to address the underlying causes of homelessness. This priority supports the national ambition to increase the proportion of households who are supported to remain in their existing home or secure alternative accommodation before homelessness occurs.

Priority 2: End rough sleeping and support those with complex needs

Preventing rough sleeping wherever possible and ensuring that people experiencing rough sleeping have access to appropriate accommodation, support and recovery pathways. This includes strengthening multi-agency responses, improving pathways from public institutions and supporting people experiencing multiple disadvantage to achieve sustainable housing outcomes.

The Council and its partners remain committed to preventing rough sleeping wherever possible and supporting people to move away from the streets permanently. In line with the Government's ambition that homelessness should be rare, brief and non-recurring, the Council will strengthen its prevention-focused approach to rough sleeping through earlier identification of risk, targeted interventions for those most vulnerable to rough sleeping and enhanced partnership working across housing, health, social care, criminal justice and the

voluntary sector. Particular focus will be given to reducing long-term rough sleeping, reviewing and strengthening local pathways, improving pathways from public institutions and ensuring individuals experiencing multiple disadvantage receive coordinated, person-centred support

Priority 3: Develop and improve access to a range of settled, supported and temporary accommodation options

Increasing access to suitable accommodation across the housing pathway, including social housing, private rented accommodation, supported housing and temporary accommodation. This includes improving move-on opportunities, reducing reliance on unsuitable accommodation and ensuring accommodation provision reflects local need.

The Council is committed to reducing reliance on unsuitable forms of emergency accommodation and, in line with national expectations, ensuring the use of hotel and bed and breakfast accommodation for families is limited to exceptional emergency situations only.

Delivery of this priority will also support wider national ambitions to increase the supply of social and affordable housing and improve access to suitable accommodation for households at risk of homelessness.

Delivering the Priorities

This Action Plan sets out how the three strategic priorities will be delivered through a programme of practical actions between 2026 and 2028. Actions have been developed using evidence from the Homelessness Review, local performance information and partner feedback, with a focus on areas where collective action can have the greatest impact on preventing homelessness and improving outcomes.

Alongside the three strategic priorities, the Action Plan has also been aligned with the Government's prevention-focused approach to homelessness. Actions are categorised using the national prevention pillars, ensuring activity is balanced across universal prevention, targeted prevention, preventing crisis, emergency response and recovery. This supports a whole-system approach that focuses not only on responding to homelessness, but on intervening earlier and preventing homelessness from occurring in the first place.

A small number of cross-cutting actions are also included within the Action Plan. These actions support delivery across all three strategic priorities and focus on areas such as performance, governance, partnership working, lived experience and continuous service improvement. Collectively, these actions will help strengthen the local homelessness system and ensure services remain responsive to changing needs and emerging challenges.

The full programme of actions and intended outcomes is set out in Annex A. Progress against these actions will be monitored through the governance arrangements outlined within this document and reviewed regularly by the Homelessness Reduction Board.

Governance, Monitoring and Reporting

Effective governance and partnership oversight are essential to ensuring the successful delivery of the Homelessness and Rough Sleeping Strategy 2025-2030 and this accompanying Action Plan.

The Homelessness Reduction Board

The Homelessness Reduction Board is the primary partnership body responsible for overseeing the delivery of the Homelessness and Rough Sleeping Strategy 2025-2030 and this Action Plan. The Board brings together strategic leaders from housing, health, children's services, adult social care, probation, domestic abuse services, housing providers, supported housing providers, the voluntary and community sector and people with lived experience of homelessness to provide a coordinated response to homelessness across the borough.

The Board is responsible for overseeing delivery of the Action Plan, monitoring progress against agreed actions and performance measures, identifying barriers to delivery and promoting collaborative approaches to tackling homelessness and rough sleeping. The Board supports a whole-system approach to homelessness prevention, ensuring partners work together to identify risks early, improve outcomes and contribute towards the shared ambition that homelessness should be rare, brief and non-recurring.

The Board also provides important links to wider partnership arrangements, including the Health and Wellbeing Board, Safeguarding partnerships, Corporate Parenting arrangements and the Community Safety Partnership. These connections help ensure homelessness remains a priority across the local system and supports coordinated responses to the wider factors that contribute to homelessness.

Performance Monitoring

Effective performance management is essential to understanding whether the actions contained within this plan are delivering the intended outcomes. Progress will be monitored through a combination of national homelessness indicators, local performance measures, operational data and partner intelligence. This information will be used to assess progress against strategic priorities, identify emerging trends and inform future service development.

The Homelessness Reduction Board will receive regular performance updates to support strategic oversight of the Action Plan. Performance information will be used to identify areas of good practice, highlight risks to delivery and ensure that resources continue to be targeted towards areas of greatest need and impact.

Annual Review and Reporting

The Council is committed to maintaining a strong evidence base to support the delivery of the Homelessness and Rough Sleeping Strategy and Action Plan. An annual review of homelessness and rough sleeping activity will be undertaken to assess progress, understand changing patterns of need and identify emerging challenges and opportunities.

The annual review will provide transparency regarding local performance and will highlight achievements, lessons learned and areas where further action may be required. Findings from the review will inform future service planning, partnership priorities and any amendments required to the Action Plan.

Keeping the Action Plan Under Review

Homelessness is influenced by a range of social, economic and legislative factors which continue to evolve. The Council and its partners recognise that the homelessness landscape may change throughout the lifetime of this Action Plan as a result of policy reform, funding changes and emerging local needs.

To ensure the Action Plan remains relevant and responsive, actions and priorities will be reviewed regularly through the Homelessness Reduction Board. Where necessary, actions may be updated, refined or supplemented to reflect new evidence, changing circumstances or emerging opportunities to improve outcomes for households. This approach will support continuous improvement and help ensure the Action Plan remains focused on delivering the greatest possible impact.

Implementation and Delivery Approach

This Action Plan provides the framework for delivering the priorities of the Homelessness and Rough Sleeping Strategy 2025-2030. Actions will be delivered through a combination of service improvement activity, partnership initiatives, policy development, commissioning activity and targeted projects.

Delivery will be supported by a range of partners and services across the borough. Lead services and delivery leads have been identified to support accountability, with progress monitored through the Homelessness Reduction Board.

The Action Plan will remain responsive to emerging needs, policy changes and new opportunities throughout its lifetime. Delivery arrangements for individual actions are set out in Annex A.

Local Outcomes Framework and Targets

The Homelessness and Rough Sleeping Strategy 2025-2030 and this Action Plan are supported by a performance framework designed to measure progress, strengthen accountability and demonstrate the impact of local actions. Performance monitoring will enable the Council and its partners to understand whether the Action Plan is delivering the intended outcomes, identify emerging pressures and ensure resources continue to be focused on areas of greatest need.

The Council will monitor performance against the national Local Outcomes Framework for homelessness and rough sleeping, alongside local performance measures and service intelligence. The Local Outcomes Framework provides a consistent approach to measuring progress and reflects both local priorities and the Government's ambition to prevent homelessness, reduce rough sleeping and improve housing outcomes across England.

Progress against these measures will be reported regularly to the Homelessness Reduction Board and will form part of the Council's annual review of homelessness and rough sleeping activity. Targets will be reviewed annually to ensure they remain ambitious, achievable and responsive to local circumstances, emerging trends and national policy expectations.

The Council recognises that performance is influenced by a range of factors, including housing market conditions, welfare reform, economic circumstances and the availability of accommodation and support services. Whilst some challenges sit beyond the direct control of individual organisations, the actions within this plan have been developed to support continuous improvement across all areas of the Local Outcomes Framework.

The following Local Outcomes Framework measures will be used to monitor progress over the lifetime of this Action Plan and align with the national performance framework for homelessness and rough sleeping:

Local Outcomes Framework Measure	**Rationale**
Households with children in temporary accommodation	Measures the impact of homelessness on families and seeks to reduce reliance on temporary accommodation wherever possible.
Households with children in B&B accommodation beyond six weeks	Supports the national ambition to eliminate the use of unsuitable accommodation for families beyond statutory limits.
Success at preventing and relieving homelessness	Measures the effectiveness of local prevention and relief activity and the ability of services to support households in securing accommodation.
Success at preventing and relieving homelessness for those experiencing multiple disadvantage	Measures outcomes for households with complex support needs and reflects the effectiveness of partnership working and tailored support.
People sleeping rough on a single night	Measures progress towards reducing rough sleeping and improving early intervention.
People sleeping rough long-term	Measures progress towards preventing repeat and entrenched rough sleeping and supporting recovery from homelessness.

Local targets and annual trajectories for each of these measures are set out below and will be reviewed annually by the Homelessness Reduction Board as part of the ongoing review of this Action Plan. Delivery of the actions contained within Annex A will contribute directly to achieving these outcomes and supporting the shared ambition that homelessness should be prevented wherever possible and, where it does occur, should be rare, brief and non-recurring.

Local Outcomes Framework Targets

Measure	**Baseline Position (Sept 2025*)**	**Year 1 Target (2026)**	**Year 2 Target (2027)**	**Final Target (2028)**	**Direction of Travel**
Households with children in temporary accommodation	30	28	25	22	↓ Reduce
Households with children in B&B over 6 weeks	1	0	0	0	Eliminate
Success at preventing and relieving homelessness	53.3%	55%	57%	60%	↑ Increase
Success at preventing and relieving homelessness for households experiencing multiple disadvantage	30.4%	35%	40%	45%	↑ Increase
People sleeping rough on a single night	29	25	22	20	↓ Reduce
People sleeping rough long-term	15	12	10	7	↓ Reduce

**Baseline positions are based on the nationally prescribed baseline periods set out within the Ministry of Housing, Communities and Local Government (MHCLG) Toolkit for Developing Homelessness Strategies and Action Plans and are drawn from published HCLIC, Rough Sleeping Snapshot and Rough Sleeping Data Framework datasets. Reporting periods vary by measure in line with Government performance reporting requirements.*

Target Setting Methodology

The targets set out above have been developed in accordance with the Ministry of Housing, Communities and Local Government's *Toolkit for Developing Homelessness Strategies and Action Plans* and are based on the nationally prescribed baseline periods for each Local Outcomes Framework measure. Targets have been informed by local performance data, the Homelessness and Rough Sleeping Annual Review 2026, recent trends in homelessness, temporary accommodation and rough sleeping, and the Council's planned programme of service improvements and partnership activity. Targets have been designed to be both ambitious and achievable, demonstrating continuous improvement over the lifetime of the Action Plan whilst taking account of local housing market conditions, service demand and available resources. Performance against these targets will be reviewed annually by the Homelessness Reduction Board and adjusted where necessary to reflect significant changes in local need or national policy.

Annex A - Action Plan

This annex sets out the detailed actions that will support delivery of the Homelessness and Rough Sleeping Strategy 2025-2030 and the priorities outlined within this Action Plan. The actions have been developed in response to local evidence, partnership engagement, national policy requirements and emerging service pressures. Progress against these actions will be monitored through the Homelessness Reduction Board and reported through the governance arrangements described within this document.

Local Priority	**National Pillar**	**Action**	**Lead Service**	**Intended Outcome**	**Progress**
Prevent homelessness through early intervention and personalised housing options.	Universal Prevention	Improve early assessment processes to identify risk at earliest point of contact.	Housing Strategy	Increased early identification of households at risk of homelessness and improved prevention success rates.	
Prevent homelessness through early intervention and personalised housing options.	Universal Prevention	Integrate the new in-house Homelessness Support Service with Housing Options to support cases prior to statutory duty.	Housing Options	Increased number of households supported before reaching crisis point and efficient service delivery.	
Prevent homelessness through early intervention and personalised housing options.	Universal Prevention	Review the prevention offer across Housing Options including mediation, financial support and PRS solutions.	Housing Strategy	Increased homelessness prevention activity and reduced homelessness presentations.	
Prevent homelessness through early intervention and personalised housing options.	Universal Prevention	Deliver workforce training programme focused on prevention, risk identification and early intervention.	Housing Options	Improved staff confidence and consistency in delivering prevention activity.	

Prevent homelessness through early intervention and personalised housing options.	Targeted Prevention	Strengthen early intervention and support for families at risk of homelessness through multi-agency working.	Housing Options / Children's Services	Reduced homelessness presentations from families.	
Prevent homelessness through early intervention and personalised housing options.	Targeted Prevention	Strengthen partnership working and information sharing with the Home Office, asylum accommodation providers and support agencies to support early homelessness prevention and move-on planning for newly recognised refugees.	Housing Options / Housing Strategy	Improved transition planning, earlier homelessness prevention and reduced risk of homelessness and rough sleeping amongst newly recognised refugees.	
Prevent homelessness through early intervention and personalised housing options.	Targeted Prevention	Review pre-eviction procedures within social housing, including early identification of tenancy risk and timely referral to Housing Options.	Registered Providers	Increased early referrals to Housing Options and improved tenancy sustainment in social housing.	
Prevent homelessness through early intervention and personalised housing options.	Targeted Prevention	Strengthen pathways to identify, support and access safe accommodation for individuals at risk of homelessness due to domestic abuse, including early intervention and joint working with specialist services.	Housing Options / Domestic Abuse Services	Reduced homelessness presentations and Improved access to safe accommodation.	

Prevent homelessness through early intervention and personalised housing options.	Targeted Prevention	Review and update the Care Leaver Accommodation Protocol and associated pathways in line with legislative changes and national care leaver guidance.	Housing Strategy / Children's Services	Reduced homelessness amongst care leavers through earlier planning, strengthened joint working, improved tenancy sustainment and clearer accommodation pathways.	
Prevent homelessness through early intervention and personalised housing options.	Targeted Prevention	Review and update the 16- and 17-year-old Homelessness Protocol in line with emerging national guidance and the Youth Homelessness Prevention Toolkit.	Housing Strategy / Children's Services	Earlier intervention strengthened joint working and improved housing and support pathways for 16- and 17-year-olds at risk of homelessness.	
Prevent homelessness through early intervention and personalised housing options.	Targeted Prevention	Review local arrangements and referral pathways to ensure veterans at risk of homelessness can access appropriate housing advice, support and specialist services.	Housing Options / Housing Strategy	Improved identification and support for veterans at risk of homelessness and increased awareness of specialist veteran support services.	
End rough sleeping and support those with complex needs	Targeted Prevention	Review the local rough sleeping pathway with partners to ensure accommodation, support services and partnership arrangements remain	Housing Strategy / Partners	A coordinated and effective rough sleeping pathway that strengthens prevention, improves access to	

		aligned to local need and the Government's ambition to reduce and prevent rough sleeping.		accommodation and support, reduces long-term rough sleeping and supports sustainable move-on outcomes.	
End rough sleeping and support those with complex needs	Preventing Crisis	Introduce the MHCLG Ending Rough Sleeping Risk Assessment Tool to identify those most at risk of rough sleeping.	Housing Options	To help identify those most at risk of rough sleeping, and who need an accommodation-based intervention.	
End rough sleeping and support those with complex needs	Targeted Prevention	Improve hospital discharge pathways to ensure early identification and discharge planning for patients at risk of homelessness.	Housing Strategy / Health Partners	Reduced hospital discharges into homelessness and support for the national ambition that no one eligible for homelessness assistance is discharged to the street following a hospital stay.	
End rough sleeping and support those with complex needs	Targeted Prevention	Strengthen prison release and probation pathways to ensure individuals do not leave custody into homelessness.	Housing Strategy / Probation	Prevents releases from custody directly into rough sleeping, particularly for individuals already known to be at risk of repeat or long-term rough sleeping.	

End rough sleeping and support those with complex needs	Preventing Crisis	Maintain an up-to-date rough sleeping intelligence picture using counts, estimates and outreach data to track key measures.	Housing Strategy	Uses intelligence and data from a range of sources to identify the individuals who will be targeted for support and interventions in order to deliver local targets.	
End rough sleeping and support those with complex needs	Targeted Prevention	Work with the University of Chester on a rough sleeping research project.	Housing Strategy	To understand how co-production can be embedded further in research with vulnerable and transient populations. To understand the support needs and experiences of people sleeping rough in CWaC to help inform future service provision.	
End rough sleeping and support those with complex needs	Targeted Prevention	Ensure supported accommodation options are available for those with complex needs by reviewing pathway performance, accommodation provision and service data, and addressing identified gaps in provision.	Housing Strategy	Improved rough sleeping and supported accommodation pathways, increased accommodation options for people with complex needs and reduced long-term rough sleeping	

End rough sleeping and support those with complex needs	Recovery and preventing repeat homelessness	Review the Housing First approach.	Housing Strategy / Partners	Prioritises the provision of stable and permanent housing without requiring individuals to first address support needs.	
End rough sleeping and support those with complex needs	Recovery and preventing repeat homelessness	Strengthen links between homelessness services, employment, training and skills providers to support people experiencing homelessness to access opportunities for education, training and employment.	Housing Strategy / Partners	Improved access to employment, training and education opportunities, supporting recovery and reducing the risk of repeat homelessness.	
Develop and improve access to a range of settled, supported and temporary accommodation options.	Emergency Response	Develop a Policy for the suitability of Temporary Accommodation to strengthen oversight, include monitoring and suitability assessments, and support compliance with statutory notification requirements for children placed in temporary accommodation.	Housing Strategy / Housing Options	Improved placement decisions, reduced use of unsuitable accommodation and improved access to support for children placed in temporary accommodation.	
Develop and improve access to a range of settled, supported and temporary accommodation options.	Emergency Response	Improve the quality and standards of temporary accommodation in line with national expectations and suitability requirements.	Housing Strategy / Housing Options	Improved quality, safety and suitability of temporary accommodation.	

Develop and improve access to a range of settled, supported and temporary accommodation options.	Emergency Response	Review the support package provided in Temporary Accommodation.	Housing Options / Housing Strategy	Improved quality, consistency and move on rates.	
Develop and improve access to a range of settled, supported and temporary accommodation options.	Emergency Response	Increase the supply of good-quality temporary accommodation within the borough.	Housing Strategy / Housing Development and Enabling	Increased availability of suitable accommodation and reduced reliance on hotel accommodation.	
Develop and improve access to a range of settled, supported and temporary accommodation options.	Recovery	Review Gateway and allocation process for supported housing.	Housing Strategy	Clear and consistent access to support provision.	
Develop and improve access to a range of settled, supported and temporary accommodation options.	Recovery	Review the move on process from supported housing and ensure all individuals leaving supported accommodation have robust resettlement plans.	Forum	Increased throughput in supported accommodation and reduced repeat homelessness.	

Develop and improve access to a range of settled, supported and temporary accommodation options.	Emergency Response	Following the introduction of the Supported Housing Regulatory Oversight Act develop a local supported housing strategy and needs assessment and introduce a supported housing licensing regime.	Housing Development and Enabling	Improve the standards, quality, service delivery, oversight, and accountability of supported housing provision.	
Develop and improve access to a range of settled, supported and temporary accommodation options.	Recovery	Expand options for single person accommodation including PRS and alternative housing models.	Housing Strategy	Increased move-on accommodation options.	
Develop and improve access to a range of settled, supported and temporary accommodation options.	Universal Prevention	Embed service changes following the introduction of the Renters` Rights Act and develop an Unlawful Eviction and Harassment Procedure ensuring it is compliant with the Act.	Housing Strategy / Regulatory Services	Reduced illegal evictions and homelessness presentations, with improved tenant security and consistent application of the Renters' Rights Act across services.	
Crosscutting	Universal Prevention	Develop clear performance reporting framework to support delivery of strategy.	Housing Strategy	Improved monitoring and accountability.	
Crosscutting	Universal Prevention	Develop mechanisms to capture and use lived experience insights, including feedback, engagement and co-production opportunities.	Housing Strategy / Partners	Improved service design and continuous improvement informed by lived experience.	