Stafford Borough Council - Homelessness and Rough Sleeper Action Plan 2025 - 2029

Document Information	Details
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Portfolio Holder	Councillor Jill Hood
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Introduction

Stafford Borough Council's Homelessness and Rough Sleeping Action Plan 2026-2029 supports delivery of the Council's Homelessness and Rough Sleeping Strategy and contributes to the ambitions contained within the Governments ‘A National Plan to End Homelessness’. The Action Plan sets out how Stafford Borough Council, together with partners across housing, health, criminal justice, social care and the voluntary and community sector, will prevent homelessness, reduce rough sleeping and improve housing outcomes for local residents.

This Action Plan meets the requirements of the Homelessness, Rough Sleeping and Domestic Abuse Grant by:

- Establishing local targets against the six Local Outcomes Framework measures.
- Setting out governance and accountability arrangements.
- Describing how partners work together across Stafford Borough.
- Referencing supporting strategies, legislation and operational plans.
- Setting out the Council's approach to ensuring the suitability of temporary accommodation.

Actions contained throughout this plan collectively contribute to achievement of these objectives and will be subject to ongoing monitoring and annual review through the Council's governance arrangements.

Targets, Trajectories and Final Target Dates

Stafford Borough Council is committed to achieving both positive and measurable improvements in homelessness prevention, relief and rough sleeping outcomes across the Borough. In line with the Governments Local Outcomes Framework, the Council has established local targets against the six nationally prescribed homelessness and rough sleeping indicators. These targets reflect local circumstances, align with national ambitions and provide a framework through which progress can be monitored, evaluated and reported.

Delivery of these targets will be achieved through the actions contained in this action plan, supported by strong partnership working, early intervention and a continued focus on upstream prevention.

The baseline figures below reflect the most recent verified data available at the point of publication. Annual checkpoints have been established to demonstrate progress towards the Government's ambition to reduce homelessness and end rough sleeping. Targets will be reviewed annually to ensure they remain ambitious, realistic and responsive to local need.

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Metric	Baseline (Latest data available as of National Strategy Publication - December 2026)	Annual Checkpoint 1	Annual Checkpoint 2	Final Target (Annual Checkpoint 3 before end of Parliament)
Households with children in temporary accommodation	As of 30 September 2025 (HCLIC) **3 households**	Target number September 26 **12 households**	Target number September 27 **10 households**	Target number September 28 **8 households**
Households with children in BandB over 6 weeks	As of 30 September 2025 (HCLIC) **0 households**	**0** - target number Sep 26	**0** - target number Sep 27	**0** - target number Sep 28
Success at preventing and relieving homelessness	July - September 2025 (HCLIC) **Prevention - 37.1%** **Relief - 36.7%**	Enter target % for July - Sep 2026 **Prevention - 58.8%** **Relief - 56.7%**	Enter target % as of July -Sep 2027 **Prevention - 60%** **Relief - 58.5%**	Enter target % for July - Sep 2028 **Prevention - 62%** **Relief - 60.5%**
Success at preventing and relieving homelessness for those experiencing multiple disadvantage	July - September 2025 (HCLIC) **41.7%**	Enter target % for July - Sep 2026 **44%**	Enter target % for July - Sep 2027 **45%**	Enter target % for July - Sep 2028 **46.5%**

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People sleeping rough who are long term	Number as of November 2025 (Rough Sleeping Data Framework) **3 People**	Enter number as of Nov 26 **2 People**	Enter target number as of Nov 27 **1 Person**	Enter target number as of Nov 28 **0 People**
People sleeping rough on a single night	Number as of snapshot count in Autumn 25 (snapshot) **5 People**	Enter target number as of snapshot count in Autumn 2026 **7 People**	Enter target number as of snapshot count in Autumn 27 **4 People**	Enter target number as of snapshot count in 2028 **0 People**

Governance and Accountability

Addressing homelessness and rough sleeping requires effective leadership, shared accountability and coordinated action across a broad range of partners. Stafford Borough Council has established clear governance arrangements to oversee the delivery of the Homelessness and Rough Sleeping Action Plan, monitor progress against outcome measures and this ensures partners remain focused on improving outcomes for local residents.

Officer/Forum Responsible	**Purpose**
Cabinet	• To approve the Homelessness and Rough Sleeping Action Plan
Portfolio Holder	• Provide political oversight and challenge
Scrutiny	• Receive annual updates on progress

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Head of Wellbeing/Strategic Housing and Homelessness Service Manager	• Senior Officer responsible for delivery of the Action Plan • Ensure resources and partnership arrangements support delivery
Housing Options Team Leader/Senior Housing Advice Officers	• To coordinate operational delivery of actions • Monitor performance and outcomes • Report progress to senior management
Community Wellbeing Partnership	• Chaired by Senior Officer • Meets quarterly • Oversees delivery of Strategy and Action Plan • Reviews progress against Local Outcomes Framework • Identify barriers to delivery and agree corrective actions if required
Homeless Forum	• Meets every six months • Provides partner scrutiny and accountability • Receives progress updates • Shares intelligence and emerging issues • Reviews partnership activity and action plan progress • Identifies partner work streams such as task and finish groups
Task and Finish Groups	• Established through the Homeless Forum or Steering Group to deliver specific priorities or projects • Time-limited and outcome focused

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Partnership working

Homelessness and rough sleeping are complex issues influenced by housing, health, social care, domestic abuse, substance misuse, financial hardship and involvement with the Criminal Justice System. Effective prevention and relief therefore require a coordinated, multi-agency response. Stafford Borough Council is committed to working collaboratively with statutory, voluntary and community sector partners to identify housing issues at the earliest opportunity, prevent homelessness wherever possible and ensure residents can access appropriate accommodation and support when needed. Responsibility for preventing and relieving homelessness extends beyond housing services alone, and the Council will continue to promote a whole-system approach across all partner agencies.

Stafford Borough Council works in partnership with a broad range of organisations including Staffordshire County Council, Midlands Partnership Foundation Trust (NHS), Registered Providers, the Department for Work and Pensions, Probation, Domestic Abuse providers, Drug and Alcohol services and Voluntary and Community Groups. These partnerships support both strategic planning and operational delivery across homelessness prevention, rough sleeping, temporary accommodation, tenancy sustainment and wider housing support services.

Partnership working is facilitated through established forums, referral pathways and joint working arrangements, including Duty to Refer processes, co-location, jointly commissioned and funded services, multi-agency case management, homelessness and rough sleeping forums, safeguarding arrangements and specialist pathways for groups such as care leavers, prison leavers, hospital discharges and survivors of domestic abuse. The Council also works collaboratively to fund and deliver specialist support, including dedicated social work provision and supported accommodation services, helping to ensure residents with complex needs receive coordinated housing and support interventions. These arrangements enable partners to share information, coordinate interventions and deliver more effective outcomes for residents with multiple or complex needs.

The priorities and actions contained within this Action Plan have been developed to support and strengthen these partnership arrangements. Progress will be monitored through the governance structures outlined within this document, ensuring partners remain accountable for delivery, emerging issues are identified early and resources are targeted towards activities that achieve the greatest impact.

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Through this collaborative approach, partners will work collectively to reduce homelessness, prevent rough sleeping and improve housing outcomes across Stafford Borough.

Temporary Accommodation Suitability Policy

Stafford Borough Council is committed to ensuring that all temporary accommodation secured in discharge of its homelessness duties is suitable, safe and appropriate to the needs of the household concerned. The Council is reviewing its Temporary Accommodation Policy, Temporary Accommodation Suitability Assessment Framework, Temporary Accommodation Notification Duty Procedure and associated operational guidance which together establish the standards, processes and safeguards applied when allocating, reviewing and monitoring temporary accommodation placements.

A Temporary Accommodation Suitability Assessment is completed before any placement is made and is used to consider the individual circumstances, needs and vulnerabilities of the household. This includes consideration of household composition, health and wellbeing, disability, education, employment, caring responsibilities, accessibility requirements, safeguarding concerns, affordability, location, support networks and any other factors relevant to the household's particular circumstances. Suitability is reviewed throughout the placement and whenever there is a change in circumstances which may affect the appropriateness of the accommodation.

The Council will seek, wherever reasonably practicable, to accommodate households within the Borough and to avoid unnecessary moves between temporary accommodation placements. In accordance with the principles established in *Nzolameso v City of Westminster*, the Council recognises the importance of maintaining access to education, healthcare, employment, family connections and established support networks wherever possible. Where accommodation outside the Borough is required, placements will only be made following consideration of the individual circumstances of the household, the availability of suitable accommodation and the impact that the placement may have on the household. The Council will comply with its duties under Section 208 of the Housing Act 1996, including maintaining clear records of placement decisions, considering the impact on household members and undertaking any required notifications and liaison with receiving authorities and partner agencies.

Where households with dependent children are placed into temporary accommodation, the Council will comply with its Temporary Accommodation Notification Duty Procedure and any associated statutory notification requirements, helping to minimise disruption to education, healthcare and access to health visiting services.

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The Council will ensure temporary accommodation meets relevant health and safety requirements and is subject to oversight, monitoring and review arrangements by senior officers. Particular consideration will be given to households with children, safeguarding responsibilities, access to essential facilities and maintaining connections to local support services. Accommodation standards, occupancy levels, suitability review outcomes and demand trends will be monitored regularly to inform service planning and continuous improvement.

The Council's strategic approach to ensuring sufficient temporary accommodation provision is reflected throughout this Action Plan. Priority 5 and associated actions support the acquisition and development of additional temporary accommodation, reduced reliance on bed and breakfast accommodation, improved move-on opportunities into settled housing and strengthened homelessness prevention activity to reduce overall demand for temporary accommodation. Together, these actions support the Council's objective of ensuring sufficient suitable temporary accommodation is available to meet local need.

Through delivery of the actions contained within this Plan, alongside implementation of the Council's Temporary Accommodation Policy, Temporary Accommodation Notification Duty Procedure and Temporary Accommodation Suitability Assessment Framework, Stafford Borough Council will continue to improve the quality, availability and suitability of temporary accommodation, reduce reliance on unsuitable accommodation and ensure households receive appropriate support whilst longer-term housing solutions are secured.

Supporting Strategies, Plans, Legislation and Policies

Delivery of this Action Plan is supported by a range of associated strategies, policies and operational procedures including:

- Homelessness and Rough Sleeping Strategy 2025-2029.
- Government's *A National Plan to end Homelessness* (2025)
- Temporary Accommodation Policy.
- Temporary Accommodation Charging Policy.
- Temporary Accommodation Notification Duty Procedure.

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- Stafford Borough Council's Allocations Policy
- Stafford Borough Local Plan 2020-2040
- Local Supported Housing Strategies Guide (2026)
- Armed Forces Covenant
- Equality Act 2010
- Domestic Abuse Act 2021
- Renters Rights Act 2025
- Homelessness Reduction Act 2017
- Housing Act 1996 (as amended)
- Homelessness Code of Guidance for Local Authorities (2018, as amended)

Monitoring and Review

Progress against this Action Plan will be monitored through the governance arrangements set out within this document. Performance against Local Outcomes Framework targets will be reviewed quarterly, with progress reports provided to relevant officers, Members and partner forums. The Action Plan will be reviewed annually and may be amended during its lifetime to reflect changes in legislation, national policy, local need or emerging priorities.

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Homelessness and Rough Sleeper Strategy 2025 - 2029 Action Plan				
Desired Outcome	Action	Lead / Timeframes	Success/ Progress Tracking	Local Outcomes Framework Link
1. Upstream Prevention - Designing Out Homelessness				
A commitment to a whole system, integrated approach to designing out homelessness and addressing need at the earliest opportunity				
1.1 Accurate information and advice about housing options	1.1.a Review and update webpages/ leaflets on a six-monthly basis, ensuring advice is accurate and accessible to all. 1.1.b Review and update the Housing Options Self-Assessment Toolkit on a six-monthly basis. 1.1.c Review internal procedures for targeted homeless prevention to ensure robust responses to landlord evictions, family and friend exclusion cases and other risk homelessness triggers.	Housing Options Team Leader Partnerships and Performance Officer Timeframe - Ongoing	Use of Self-Assessment Tool to track service accessibility % successful outcomes of homeless is maintained above national averages. Positive case audit outcomes Reduction in complaints for poor communication Customer Satisfaction Surveys	Success at preventing and relieving homelessness.

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	1.1.d Review and update information relevant to specialist groups at risk of homelessness, including care leavers, prison leavers and veterans with details of support available in the District. 1.1.e Review and respond to demand on housing options, ensuring the service remains accessible to all and compliant with the equality act. Escalating any notably changes or service pressures to Leadership Team in a timely manner.			
1.2 Build on internal and external data analysis to understand and address the main causes of homelessness in the Borough that will improve our ability to tailor targeted interventions to prevent homelessness, for	1.2.a Review quarterly performance data packs to identify key trends, demand pressures and key drivers of homelessness presentations.	Housing Options Team Leader Partnerships and Performance Officer External Partner Leads Timeframe - Autumn 2027 - Autumn 2028	Increase in percentage of prevention cases compared to relief cases opened. Numbers of people accessing webpages by category type. Number of partner agencies sharing upstream homeless prevention data.	Success at preventing and relieving homelessness Success at preventing and relieving homelessness for those experiencing multiple disadvantage.

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example, understanding why family/ friends exclude and evaluate success of current mediation offer.	1.2.b Monitor website engagement data on homelessness and housing web pages to better understand customer need and assess how effective current advice and support pathways are. 1.2.c Explore opportunities to utilise partner agency data to try to identify early prevention activity; including information from: • Probation and Prisons • Leaving Care Team • Adult Social Care • Early Help Services • Registered Providers			

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1.3	Co-location of Housing Options with services who provide universal early interventions	1.3.a	Continue co-location with key partners, including the Early Help Team (Family Hub), Rising Brook Baptist Church, DWP Job Centre and Eagle House Drop-In Service, Citizen's Advice, Mental Health, Adult Social Care while exploring new opportunities to improve access to housing advice and prevention services.	Housing Options Team Leader Senior Housing Options Officer Timeframe - Ongoing	Increase in % of homeless prevention cases opened. Increase in positive outcomes for homeless prevention cases. Number of households receiving housing advice and support through co-location arrangements. Number of duty to refers. Number of partner agencies trained to assist with early intervention before a homelessness duty would be owed. Feedback and outcomes from partner agency involvement. Increase in early prevention referrals (before 56 days).	Success at preventing and relieving homelessness Success at preventing and relieving homelessness for those experiencing multiple disadvantage.
1.4	Make best use of data to project forthcoming trends in homelessness so we can best prepare	1.4.a	Strengthen information sharing with Children's Services and Early Help to identify households at risk earlier.	Strategic Housing and Homelessness Manager Housing Strategy and Research Officer	Number of partner agencies sharing upstream homeless prevention data.	Households with children in temporary accommodation.

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	for increases in demand on the service.	1.4.b Work with Probation Services to understand and plan for housing needs as a result of prison releases. 1.4.c Develop links with asylum and resettlement services to be understand future demand and move on requirements from former asylum seekers/refugees.	Partner Leads Timeframe - Ongoing	Increase in percentage homeless prevention cases opened.	Households with children in BandB over 6 weeks Success at preventing and relieving homelessness.
1.5	Continue to advocate a systems-change approach for designing out homelessness and health inequalities amongst partner agencies where opportunities arise, for example, through the Drug and Alcohol Strategy, Community Wellbeing Partnership, Housing with Care Strategy, Corporate Parenting Panel, Youth Homeless Partnership and Adult Safeguarding Board.	1.5.a Represent Housing Options at the following partnerships: • Staffordshire Drug and Alcohol Strategy Partnership Board • Stafford Community Wellbeing Partnership • Staffordshire Corporate Parenting Panel • Staffordshire Accommodation Forum (Probation) • Staffordshire Housing Partnership; Young People	Strategic Housing and Homeless Manager Partner Leads Timeframe - Ongoing	% of homeless cases submitted via duty to refer Number of external strategies/ boards recognising homelessness and rough sleeper as a priority, with meaningful actions to prevent homelessness and end rough sleeping. Number of targeted interventions to resolve homelessness in local strategies.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage. People sleeping rough who are long term.

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	• Staffordshire and Stoke on Trent Adult Safeguarding Board • Domestic Abuse Board 1.5.b Review joint protocols with institutions including: • Prisons • Hospitals • Care Leavers • Armed Forces 1.5.c Review care leaver pathway to establish a non-homeless route into appropriate settled accommodation. 1.5.d Establish a training offer for institutions to improve timely and accurate referrals.		Number of training sessions completed each quarter Increase in homeless prevention cases each quarter and positive outcomes. Increase in preventions through of specific vulnerable groups, for example, prison leavers, care leavers, hospital discharge. Reduction in homeless applications for care leavers. Reduction of care leavers in emergency accommodation.	
1.6 Explore options for sustaining grant funded service that prevent homelessness	1.6.a Maintain and maximise the impact of grant-funded roles, including the Domestic Abuse Resettlement Worker, Substance Misuse Outreach Worker, Housing Related Debt Worker and Consultant	Strategic Housing and Homeless Manager External Partner Leads Timeframe - Ongoing	Number of external funding sources being used to prevent homelessness. Increase in homeless prevention through grant funded posts. % of DHP to prevent homelessness	Success at preventing and relieving homelessness. Success at preventing and relieving homelessness for those experiencing

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	Homeless Social Worker. 1.6.b Work collaboratively with partners to maximise available resources and deliver coordinated homelessness prevention services, such as Neighbourhood Community Mental Health Partnership. Continue joint working with Staffordshire County Council to deliver the Crisis and Resilience Fund and support households experiencing financial hardship. 1.6.c Work with Housing Benefit to maximise the use of Discretionary Housing Payments and other financial assistance schemes. 1.6.d Strengthen partnership working with MPFT, Probation, Adult Social Care, substance misuse services and other key		% use of Crisis and Resilience Fund to prevent homelessness % small grants used to prevent homelessness through Homeless Prevention Fund.	multiple disadvantage.

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	agencies to support vulnerable households. 1.6.e Identify and pursue external funding opportunities to enhance homelessness prevention and support services			

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Homelessness and Rough Sleeper Strategy 2025 - 2029 Action Plan				
Desired Outcome	Action	Lead / Timeframes	Success/ Progress Tracking	Local Outcomes Framework Link
2. Empowerment - The Start of Coproduction				
A commitment to listening to the voices of lived experience, recognising that homelessness cannot be fully understood without learning from those who have experienced it.				
2.1 Providing a flexible, supportive face to face Housing Options service	2.1.a Maintain an in person, drop-in service at Civic Centre for households who are homeless that night and for other households who wish to be seen in person. 2.1.b Where appropriate, arranging home visits or visiting people at their place of referral to progress homeless applications. 2.1.c Ensure roofless cases are responded to on the same day and general homeless enquiries are responded within five working days.	Housing Options Team Leader Senior Housing Options Officer Timeframe - Ongoing	Case response timeframes. Reduction in complaints for contact. Positive case audit outcomes. Increase in successful homeless prevention and relief outcomes.	Success at preventing and relieving homelessness. Success at preventing and relieving homelessness for those experiencing multiple disadvantage.

2.2	Commitment to exploring reasons why households do not approach housing options or disengage from services.	2.2.a Review outcome of case audits and complete a quarterly deep dive into cases closed for loss of contact. 2.2.b Development of a disengagement policy 2.2.c Engage with lived experience groups to develop reasonable service standards to improve engagement with Housing Options	Housing Options Team Leader Partnership and Performance Officer Summer 2027 - Summer 2028	Reduction in homeless applications closed for contact lost. Reduction in repeat homeless cases.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage.
2.3	Explore provision of targeted accessibility points for specific cohorts of excluded or marginalised households.	2.3.a Maintain drop in services at: • House of Bread; • Rising Brook Baptist Church • Job Centre 2.3.b Explore future options for targeted support with the Family HUBs and the developing neighbourhood community mental health partnership.	Housing Options Team Leader Senior Housing Options Officer Timeframe - Ongoing	Numbers attending drop in sessions. Number of opportunities to engage in targeted support.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage. People sleeping rough on a single night. People sleeping rough who are long term.

2.4	Champion genuine coproduction with individuals with lived experience, both internally and through stakeholder engagement, to provide opportunity to influence service design and delivery.	2.4.a Representation of coproduction groups at Homeless Forum 2.4.b Engagement with coproduction groups with the review and development of Housing Options Policies.	Housing Options Team Leader Timeframe - Autumn 2026 - Ongoing	Number of opportunities for engagement and input from coproduction groups across Stafford that influence service design and delivery.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage. People sleeping rough who are long term.
2.5	Explore training and wellbeing opportunities for front-line practitioners in the sector, including vicarious trauma therapy, psychologically informed interviewing and trauma informed approaches and listening skills.	2.5.a Programme Housing Options training that includes: • Vicarious trauma therapy • Psychologically informed interviewing • Trauma informed approaches • Listening Skills 2.5.b Mandatory for all frontline Housing Options staff and offered to external stakeholders working in the sector.	Housing Options Team Leader Winter 2027	Number of training sessions and attendance from staff and external stakeholders. Reduction in complaints for poor communication. Positive case audit outcomes.	Supports delivery of all Local Outcomes Framework measures.

Homelessness and Rough Sleeper Strategy 2025 - 2029 Action Plan				
Desired Outcome	Action	Lead / Timeframes	Success/ Progress Tracking	Local Outcomes Framework Link
3. Ending Rough Sleeping				
A commitment to end rough sleeping by preventing it where possible and, where it cannot be prevented, making it rare, brief and non-reoccurring.				
3.1 Providing a flexible, proactive Housing Options service that responds rapidly to the needs of rough sleepers;	3.1.a Same day drop in for households who are homeless that night 3.1.b Homeless assessments completed on outreach 3.1.c Maintain use of discretionary powers for interim accommodation for rough sleepers. 3.1.d Maintain a ring-fenced rough sleeper personalised budget	Housing Options Team Leader Senior Housing Options Officer Timeframe - Ongoing	Time from first point of contact to initial assessment for households who are homeless that night. Number of homeless assessments completed on outreach Reduction in number of nights spent on the streets. Number of requests for personalised rough sleeper budgets Reduction in long-term rough sleeping and rough sleeping flow.	People sleeping rough on a single night People sleeping rough who are long term.

3.2	Explore options for continuing current grant funding services, including accommodation and support;	3.2.a Maintain a minimum of five units of Housing First accommodation in Stafford Borough. 3.2.b Maintain a minimum of six units of high needs supported accommodation for off-the-street- provision. 3.2.c Maintain 33 bed spaces of mixed need supported accommodation at Eagle House.	Strategic Housing and Homelessness Manager Timeframe - Ongoing	Number of Council commissioned bedspaces for rough sleepers. Improved move on from supported accommodation for rough sleepers. Increase in rough sleepers securing accommodation for a minimum period of six months. Reduced number of verified rough sleepers. Reduced number of days spent on the street for rough sleepers. Positive outcomes shared with the Homeless Forum and Rough Sleeper Working Group.	People sleeping rough on a single night People sleeping rough who are long term.

3.3	Promote coproduction as a golden thread through the Rough Sleeper Pathway, promoting trauma informed and recovery focused responses from internal and external partners;	3.3.a	Work alongside Turning Point to deliver their Coproduction model in Stafford, with opportunities to influence service delivery within Housing Options and external partners.	Strategic Housing and Homelessness Manager External Partner Lead Timeframe - 2027 - Winter 2029	Completion of the Immersive Exhibition for Rough Sleepers Number of Coproduction Partnership Working Groups and attendance Outcomes from Coproduction Partnership Working Group Number of polices, strategies, systems or processes influenced by coproduction group	People sleeping rough who are long term. Success at preventing and relieving homelessness for those experiencing multiple disadvantage.
3.4	Analyse data on rough sleepers in Stafford to upstream rough sleeper prevention;	3.4.a. Complete deep dives into entrenched rough sleepers to understand root causes 3.4.b. Proactively case manage the Target Priority Group of Rough Sleepers (to be refreshed annually).		Housing Options Team Leader Senior Housing Options Officer Tenancy Sustainment Officer Partnerships and Performance Officer Timeframe - Ongoing	Reduction in number of entrenched rough sleepers Positive case audit outcomes Number of lessons learnt implemented. Reduced number of new rough sleepers	People sleeping rough who are long term Success at preventing and relieving homelessness. People sleeping rough on a single night.

			Good practice case studies shared via the Homeless Forum, Rough Sleeper Forum and Adult Safeguarding Board sub-groups. Number and outcomes of Target Priority Group Data	
3.5 Review move on options for the rough sleeper pathway;	3.5.a Completion of weekly rough sleeper reports, focused on actions, next steps and move on options. 3.5.b Escalating blockages for entrenched rough sleepers to Housing and Homelessness Manager and MHCLG. 3.5.c Implementation of Rough Sleeper Programme	Strategic Housing and Homelessness Manager Housing Options Team Leader Senior Housing Options Officer Tenancy Sustainment Officer Timeframe - Ongoing	Reduction in number of long-term rough sleepers, rough sleeper flow and re-occurring rough sleeping. Increase in verified rough sleepers sustaining accommodation for a minimum period of six months. Number of requests for Personalised Rough Sleeper Budgets.	People sleeping rough who are long term. Success at preventing and relieving homelessness.

3.6	Build on existing rough sleeper partnerships through the Vulnerabilities HUB and ensure relevant cases are escalated via the Adult Safeguarding Board, where appropriate.	3.6.a 3.6.b	Development of the Rough Sleeper Vulnerabilities Partnership Escalate strategic blockages to the Community Wellbeing Partnership and Rough Sleeper Working Group as required	Housing and Homelessness Manager Housing Options Team Leader Senior Housing Options Officer Tenancy Sustainment Officer Spring 2027 - Ongoing	Reduced number of rough sleepers. Number of complex case escalated and resolved Reduction in number of long-term rough sleepers, rough sleeper flow and re-occurring rough sleeping. Increase in verified rough sleepers sustaining accommodation for a minimum period of six months.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage. People sleeping rough who are long term.
3.7	Contribute to the developing Drug and Alcohol Strategy to ensure that Monkey Dust and services designed around rough sleepers remains a priority;	3.7.a	Develop Monkey Dust Action Plan with partners in public health, community safety, criminal justice, mental health, probation and housing.	Housing and Homelessness Service Manger Housing Options Team Leader Timeframe - Summer 2027 - Summer 2028	Reduced use of monkey dust amongst rough sleepers in Stafford Reduced number of serious incidents involving rough sleepers using monkey dust in Stafford	Success at preventing and relieving homelessness for those experiencing multiple disadvantage. People sleeping rough who are long term.

3.8	Explore options for rough sleeper recovery with partner agencies, including access to meaningful activities, volunteering, employment and options for ‘exiting the system.’	3.8.a 3.8.b	Mapping options for meaningful activities, education and employment opportunities with partner agencies and local business and whether they work for rough sleepers. Coordinate meaningful activities with existing resources within supported accommodation.	Housing Options Team Leader Senior Housing Options Officer Tenancy Sustainment Officer Timeframe - Summer 2027 - Summer 2028	Number of opportunities for meaningful activities, education or employment opportunities for rough sleepers in recovery. Increase in rough sleepers sustaining accommodation for at least six months. Number of referrals made and numbers engaged in support plans	People sleeping rough who are long term. Success at preventing and relieving homelessness for those experiencing multiple disadvantage.
3.9	SWEP Review	3.9.a 3.9.b	Review existing provision for severe weather emergency protocol, including hot weather, including the provision of flexible surge accommodation. Ensure provision of targeted support the morning after placement	Housing Options Team Leader Winter 2026 - Winter 2027	Reduction in number of days spent on the streets for rough sleepers. Number of homeless applications completed for those accessing SWEP.	People sleeping rough who are long term. People sleeping rough on a single night. Success at preventing and relieving homelessness for those experiencing multiple disadvantage.

Homelessness and Rough Sleeper Strategy 2025 - 2029 Action Plan				
Desired Outcome	Action	Lead / Timeframes	Success/ Progress Tracking	Local Outcomes Framework Link
4. Robust Partnerships				
A commitment to advocating for shared agendas with our partner agencies that address the root cause of homelessness and seek to end rough sleeping				
4.1 Revitalise the Homeless Forum that links operational partnerships with strategic oversight, celebrating our partnerships and providing opportunities for reflective practice and future development.	4.1.a Re-establish the Homeless Forum, every six months.	Housing Options Team Leader Autumn 2026 - Ongoing	Number of Forums held Number of partner agencies in attendance Progress of outcomes related to this action plan. Number of initiatives/ projects as a result of forums. Number of outcomes relating to sharing of good practice	Supports delivery of all Local Outcomes Framework measures through partnership oversight, accountability, performance monitoring and coordinated action.
4.2 Develop existing operational partnerships to challenge barriers to resolving homelessness and risk and responsibility are shared.	4.2.a Maintain and develop operational partnerships include: • Care Leavers Steering Group • Pre-Release Discussion Panel • Hospital discharge	Housing Options Team Leader Senior Housing Options Officer Timeframe - Ongoing	% homeless cases resolved with a successful outcome Number of escalations from operational groups	Supports delivery of all Local Outcomes Framework measures

		• Resettlement • Family HUBs 4.2.b Strengthen partnership working with mental health, probation, Adult Social Care, substance misuse services and other key agencies to support vulnerable households.		Case studies of positive outcomes achieved.	
4.3	Utilise opportunities to collaborate local strategies where each stakeholders role in preventing and relieving homelessness is clearly recognised within local priorities and is central to commissioning agendas resulting in targeted interventions.	4.3.a Maintain representation and collaboration with relevant partners including: • Staffordshire Drug and Alcohol Strategy Partnership Board • Stafford Community Wellbeing Partnership • Staffordshire Corporate Parenting Panel • Staffordshire Accommodation Forum (Probation) • Staffordshire Housing Partnership; Young People	Strategic Housing and Homelessness Manger Timeframe - Ongoing	Number of external strategies/ boards recognising homelessness and rough sleeper as a priority, with meaningful actions to prevent homelessness and end rough sleeping. Number of targeting interventions to resolve homelessness in local strategies and outcomes	Success at preventing and relieving homelessness. Success at preventing and relieving homelessness for those experiencing multiple disadvantage.

		• Staffordshire and Stoke on Trent Adult Safeguarding Board • Staffordshire Domestic Abuse Board • Neighbourhood Mental Health Communities Partnership Board			
4.4	Explore opportunities for joint commissioning in line with local strategies and partnership agendas, where funding allows.	4.4.a Review and maximise the impact of grant-funded roles, including the Domestic Abuse Resettlement Worker, Substance Misuse Outreach Worker, Housing Related Debt Worker and Consultant Homeless Social Worker. 4.4.b Work collaboratively with partners to maximise available resources and deliver coordinated homelessness prevention services. 4.4.c Continue joint working with Staffordshire County Council to deliver the Crisis and Resilience Fund and support	Housing and Homelessness Manager External Partner Leads Timeframe - Ongoing	Number of external funding sources being used to prevent homelessness. Increase in homeless prevention through grant funded posts. % of DHP to prevent homelessness % use of Crisis and Resilience Fund to prevent homelessness % small grants used to prevent homelessness through Homeless Prevention Fund.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage. People sleeping rough who are long term. People sleeping rough on a single night.

	households experiencing financial hardship. 4.4.d Work with Housing Benefit to maximise the use of Discretionary Housing Payments and other financial assistance schemes. 4.4.e Identify and pursue external funding opportunities to enhance homelessness prevention and support services			

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Homelessness and Rough Sleeper Strategy 2025 - 2029 Action Plan				
Desired Outcome	Action	Lead / Timeframes	Success/ Progress Tracking	Local Outcomes Framework Link
5. Expanding Housing Options				
A commitment to providing suitable and sustainable options for households who are homeless or threatened with homelessness				
5.1 Review provision of emergency accommodation	5.1.a Report monthly on demand for temporary accommodation, including household support needs and suitability. 5.1.b Explore options to increase provision of suitable temporary accommodation 5.1.c Expand resources within Housing Options to manage temporary accommodation 5.1.d Work alongside Staffordshire County Council to improve access to Safe Accommodation for victims of domestic abuse.	Strategic Housing and Homelessness Manager Housing Options Team Leader Timeframe - Winter 2026 - Winter 2027	Number of temporary accommodation units managed by Stafford Borough Council. Occupancy rates of council-managed temporary accommodation. Reduce use of bed and breakfast expenditure. Reduced average stay in bed and breakfast accommodation Reduce number of placements in unsuitable TA. Reduce number of complaints relating to suitability of temporary accommodation	Households with children in temporary accommodation. Households with children in BandB over 6 weeks.

5.2	Consider options for purchasing and refurbishing accommodation for use as general needs and emergency accommodation in line with the emerging Housing Strategy.	5.2.a Explore options for use of commuted sums to purchase temporary accommodation 5.2.b Utilise LAHF 4 funding for temporary accommodation	Strategic Housing and Homelessness Manager Timeframe - Winter 2026 - Winter 2027	Number of temporary accommodation units owned by Stafford Borough Council. Purchase of three units in pursuance of LAHF 4 funding.	Households with children in temporary accommodation. Households with children in BandB over 6 weeks.
5.3	Work with stakeholders at Staffordshire County Council to align homelessness with housing with care and other relevant strategies for vulnerable groups, including young people, domestic abuse and multiple and complex needs;	5.3.a Increase access to/ provision of suitable accommodation by working alongside the following stakeholders: • Adult Social Care - Housing with Care Strategy for people with multiple and complex needs • Domestic Abuse Board - Safe Accommodation for survivors of domestic abuse • Staffordshire Housing Partnership - Young People for those leaving care	Housing and Homelessness Manager Housing Strategy Officer Timeframe - Ongoing	% successful outcomes for homeless applicants who secured specialist provision.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage.

	• Staffordshire Accommodation Forum - for prison leavers 5.3.b Review specialist accommodation in line with the emerging Supported Housing Strategy			
5.4 Work with all housing providers to improve move on options from supported accommodation;	5.4.a Supported housing 'move on' recognised as Band A in the Allocation Policy 5.4.b Review of move on procedure with supported accommodation providers. 5.4.c To refresh and develop operational partnerships with supported accommodation providers.	Housing and Homelessness Manager Housing Options Team Leader Housing Strategy Officer Senior Housing Options Officer Principal Benefit Officer Timeframe - Winter 2026 - Winter 2027	Improved number of move on from supported accommodation. Reduced number of evictions or negative exits from supported accommodation Number of new placements Number of meetings with supported accommodation providers.	Success at preventing and relieving homelessness. Success at preventing and relieving homelessness for those experiencing multiple disadvantage. People sleeping rough who are long term.

5.5	Work with internal and external stakeholders to review supported exempt accommodation in line the Supported Housing (Regulatory) Oversight Act 2023, pending regulations.	5.5.a Completion of the supported housing needs assessment 5.5.b Completion of the Supported Housing Strategy	Strategic Housing and Homelessness Manager Housing Strategy Officer Principal Benefit Officer Housing Standards and Environmental Protection Manager Winter 2026 - Winter 2027	Improved number of move on from supported accommodation. Reduced number of evictions or negative exits from supported accommodation	Success at preventing and relieving homelessness for those experiencing multiple disadvantage.
5.6	Commitment to understanding the barriers facing the private rented sector and to work with landlords to provide innovative solutions to improve access.	5.6.a Explore options of dedicated private sector post across both Stafford and Cannock 5.6.b Deep dive into private sector evictions to develop support package for private landlords. 5.6.c Explore options for private sector incentive scheme	Housing Options Team Leader Timeframe - Spring 2027 - Spring 2028	Increase number of positive outcomes secured in the private rented sector	Success at preventing and relieving homelessness. Households with children in temporary accommodation.

5.7	Work with Registered Providers to prevent homelessness and make best use of housing stock to relieve homelessness	5.7.a Maximise affordable housing supply in the Borough by ensuring schemes provide an affordable housing contribution. 5.7.b Review and monitor nomination agreements on a quarterly basis 5.7.c Maintain regular operational meetings with housing providers to discuss complex cases and agree pathway acceptance plans for households who do not meet eligibility criteria. 5.7.d Maintain nomination agreements and refresh and develop partnerships with registered providers of social housing.	Housing Options Team Leader Housing Strategy Officer Partnerships and Performance Officer Senior Housing Options Officer	Projected number of affordable houses Increase in successful nominations to registered providers. Number of 'pathway plans' agreed with registered providers and outcomes. Number of case level escalations. Number of meetings with registered providers of social housing.	Success at preventing and relieving homelessness. Households with children in temporary accommodation. Households with children in B and B over 6 weeks.

Homelessness and Rough Sleeper Strategy 2025 - 2029 Action Plan				
Desired Outcome	Action	Lead / Timeframes	Success/ Progress Tracking	Local Outcomes Framework Link
6. Sustainment				
A commitment to providing suitable and sustainable options for households who are homeless or threatened with homelessness.				
6.1 Commitment to funding tenancy sustainment support within Housing Options that supports vulnerable people in the community, who would otherwise not have access to support services;	6.1.a Explore options of permanent tenancy sustainment officer posts 6.1.b Monitor tenancy sustainment outcomes and use learning to continually improve prevention and support services.	Housing and Homelessness Manager Housing Options Team Leader Timeframe - Ongoing	Number of cases supported and outcomes achieved. Number of new cases supported each quarter	Success at preventing and relieving homelessness. Success at preventing and relieving homelessness for those experiencing multiple disadvantage.
6.2 To work alongside external stakeholders to improve the network of support to help households sustain their tenancies.	6.2.a Develop Personalised Housing Plans alongside external support services to enable households to sustain long-term accommodation;	Housing Options Team Leader Senior Housing Options Officer Ongoing	Improved successful outcomes for homeless applicants Reduced repeat homelessness Positive case audits.	Success at preventing and relieving homelessness. Success at preventing and relieving homelessness for those experiencing multiple disadvantage.

	6.2.b Work alongside housing providers and external partners to develop tenancy support plans for households with previous failed tenancies.			
6.3 To continue liaising with voluntary and faith-based organisations to support integration in local communities.	6.3.a Maintain working relationship with local services, including House of Bread, Rising Brook Baptist Church, Stone Community HUB that support households integrate in the local community. 6.3.b Mapping options for meaningful activities, education and employment opportunities with partner agencies and local business and whether they work for rough sleepers. 6.3.c Signpost households to support services through their Personalised Housing Plan	Housing Options Team Leader Senior Housing Options Officers Spring 2028	Number of opportunities for meaningful activities, education or employment opportunities for rough sleepers in recovery. Increase in verified rough sleeper sustaining accommodation for a minimum period of six months. Number of referrals made and numbers engaged in support plans Use of Cannock Chase Can App	Success at preventing and relieving homelessness for those experiencing multiple disadvantage. Success at preventing and relieving homelessness.