



HILLINGDON
LONDON



CABINET

To all Members of the Cabinet:

Date: THURSDAY, 23 OCTOBER
2025

Time: 7.00 PM

Venue: COMMITTEE ROOM 6 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE UB8
1UW

**Meeting
Details:** The public and press are welcome
to attend and observe the meeting.

For safety and accessibility, security measures will be conducted, including searches of individuals and their belongings. Attendees must also provide satisfactory proof of identity upon arrival. Refusal to comply with these requirements will result in non-admittance.

This meeting may be broadcast on the Council's YouTube channel. You can also view this agenda online at www.hillingdon.gov.uk

Ian Edwards, Leader of the Council
(Chair)

Jonathan Bianco, Deputy Leader of the
Council & Cabinet Member for Corporate
Services & Property (Vice-Chair)

Martin Goddard, Cabinet Member for
Finance & Transformation

Susan O'Brien, Cabinet Member for
Children, Families & Education

Jane Palmer, Cabinet Member for Health
& Social Care

Eddie Lavery, Cabinet Member for
Community & Environment

Steve Tuckwell, Cabinet Member for
Planning, Housing & Growth

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Putting our residents first

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Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW

Notice

In relation to the following items on the agenda:

Item 8 – Temporary Accommodation Action Plan Monitoring

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to confirm that in excess of 28 clear days notice of the above matter has been given (via the Cabinet Forward Plan). However, the report has been circulated less than 5 clear working days before the Cabinet meeting and will be considered if the Chair agrees it to be urgent.

The reason for urgency is to ensure the Cabinet can receive latest information in respect of the Council's actions to reduce the increasing cost and use of temporary accommodation

Notice of the Council's intention to hold this meeting (part in private) is also set out on the main Agenda for this meeting published online. All notices have also been placed on the public noticeboard at the Civic Centre.

20 October 2025
London Borough of Hillingdon

Agenda

Cabinet Reports - Part 1 (Public)

8 Temporary Accommodation Action Plan Monitoring

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TEMPORARY ACCOMMODATION ACTION PLAN MONITORING

Cabinet Member & Portfolio	Cllr Steve Tuckwell – Cabinet Member for Planning, Housing and Growth
Responsible Officer	Dan Kennedy, Corporate Director, Residents Services
Report Author & Directorate	Debbie Weller, Residents Services
Papers with report	Appendix 1: Temporary Accommodation Action Plan Update

HEADLINES

Executive Summary

This report provides the second quarterly update on progress against the delivery of the Temporary Accommodation Strategy and Action Plan presented to Cabinet in February 2025.

Good progress is being made to increase the supply of new housing to either prevent or resolve homelessness, in line with the strategy. This includes delivering an ambitious programme to acquire and build new social rented housing. The actions to secure price negotiations to reduce the nightly cost of temporary accommodation have been delivered at pace in line with agreed targets with an additional stage of price negotiations on track to deliver further cost reductions from quarter 3.

It should be noted that like many London boroughs, demand from homeless households remains high given the significant challenges in securing suitable, affordable accommodation. The situation is particularly challenging in Hillingdon given the presence of Heathrow Airport, with high demand from the arrival of UK nationals, the cost of which is not fully funded by the Government. There is a growing number of homeless households, many placed in temporary accommodation, whose only realistic housing solution is to access the private rented sector.

Access to a sufficient supply of private rented sector accommodation at an acceptable price to meet the growing need of homelessness is proving challenging. Therefore, more families are staying in temporary accommodation for longer, placing the homelessness budget under significant pressure contributing to a forecast overspend by year end. New actions are underway to access more private rented sector accommodation over the next 6 months and secure more leased accommodation, where this proves to be a financially viable option for the Council.

Putting our Residents First Delivering on the Council Strategy 2022-2026	<p>This report supports our ambition for residents / the Council of: Live in good quality, affordable homes in connected communities</p> <p>This report supports our commitments to residents of: Safe and Strong Communities This report supports the Hillingdon Housing Strategy.</p>
Financial Cost	The Temporary Accommodation Strategy and Action Plan aligns with and supports the delivery of the Medium Term Financial Strategy (MTFS).
Select Committee	Residents' Services Select Committee
Ward(s)	N/A

RECOMMENDATION

That the content of the quarterly update report be noted.

Reasons for recommendation

The Temporary Accommodation (TA) Strategy and Action Plan was approved by Cabinet in February 2025 and it was agreed that quarterly updates would be provided to Cabinet, or less frequent as required, and that these would include the impact on the Medium-Term Financial Strategy (MTFS). This is the second update.

Alternative options considered / risk management

No other options were considered as the report is required by Cabinet. Risks associated with the delivery of the TA Strategy and Action Plan are covered in the body of the report.

Democratic compliance / previous authority

In February 2025, Cabinet noted the homelessness pressures in Hillingdon and the increasing cost and use of temporary accommodation: noted the TA Strategy and Action Plan; and resolved to receive quarterly or less frequent updates regarding delivery of the Strategy and Action Plan.

Select Committee comments

None at this stage.

SUPPORTING INFORMATION

Background

1. In February 2025 Cabinet noted the Temporary Accommodation (TA) Strategy and agreed to receive a quarterly update or at a frequency as determined by the Cabinet Member. This is the second of those updates. The TA Strategy contains the following four objectives:
 - Manage homelessness demand and increase rates of successful homelessness prevention;
 - Increase rates of move-on from temporary to settled accommodation;
 - Reduce total expenditure on temporary accommodation;
 - Increase the supply of additional social rented housing and temporary accommodation through acquisition and new build programmes.
2. The update on progress against the actions identified under these objectives is included at Appendix 1.

Key elements of Progress

3. In March 2025, a MTFS action plan was put in place to operationalise the TA strategy and aims to eliminate the use of the highest cost, nightly paid accommodation. The MTFS action plan has four workstreams to take forward the objectives in the strategy, each with an identified lead officer:
 - Workstream 1: Increase prevention and reduce new temporary accommodation placements
 - Workstream 2: Increase access to alternative housing options
 - Workstream 3: Reduce the cost of temporary accommodation
 - Workstream 4: Increase move-on into social housing
4. Governance arrangements for the MTFS action plan include a monthly review of progress involving the Cabinet Member for Planning, Housing and Growth and the Corporate Director, Residents Services and the four workstream leads and Assistant Director, Housing Needs & Homelessness. At an officer level weekly meetings are held to track progress and keep delivery on target. Key indicator dashboards have been established for the MTFS action plan and further development of the dashboards continues to improve the richness and integrity of the data.
5. Whilst good progress in delivering the action plan has been made in a number of areas to date, it should be noted that managing demand from homeless households continues to be challenging. The risk of further overspend against homelessness costs remains high, like many London boroughs, given the rising levels of homeless presentations and the challenges in securing suitable alternative accommodation to prevent homelessness, particularly in the private rented sector. The Council is also seeing exceptional costs as a result of being a port authority. This includes the arrival of a high number of UK nationals, which remains an unknown quantum at this time, given the costs incurred by the Council are not fully funded by the Government. It should further be noted that a review commissioned by London Councils has identified a “Funding Gap” of £740m for London

Councils between homelessness costs incurred and funding provided by Central Government in 2024/25.

Workstream 1: Increase prevention and reduce new temporary accommodation placements

6. The key target for workstream 1 is to achieve less than 50 new placements per month into temporary accommodation. The monthly target has been met in three out of the first six months of the year, with an average of 55 placements into temporary accommodation in this period. This is lower than the rate of new placements into temporary accommodation during 2024/25, but above the target set in the strategy. As reported previously, there has been success in reducing temporary accommodation placements following evictions by family and friends in the period, but there continues to be a sustained level of evictions by private sector landlords combined with episodic presentations of UK nationals requiring accommodation. Targeted work is underway with landlords and the Courts to increase prevention rates from private sector housing evictions.
7. The main drivers of homelessness during this period include tenants being asked to leave accommodation by their private landlord, domestic abuse and family exclusions. For example, of the 36 placements into temporary accommodation during September 2025, 19 (53%) were due to the loss of private rented sector accommodation.
8. The high and sustained levels of homelessness demand represent a risk to achieving the prevention targets for this workstream. This is being managed through weekly performance management reviews and targeted interventions.

Workstream 2: Increase access to alternative housing options

9. A key aim of workstream 2 is to increase residents access to the private rented sector. The target for 2025/26 is to secure access to 350 private sector tenancies for General Fund homeless households. At the end of September 2025, the target is on track to be met with performance to the end of quarter 2 having secured 175 placements in private rented accommodation.
10. However, new homeless demand presenting to the council remains high and a growing number of households presenting to the council and placed into temporary accommodation increasingly require private rented housing to meet their need, either to prevent homelessness or move-on from temporary accommodation. Additional action is being taken to increase the supply of private rented accommodation over the next six months and into 2026/27.
11. The additional demand for private rented accommodation includes needing to move homeless households on to settled accommodation from short-term temporary accommodation which will need to be vacated over the next six months. Hillingdon has also been required to accommodate over 100 UK national households in temporary accommodation which need to be made an offer of suitable, alternative accommodation.
12. The delivery of the action plan has included strengthening partnership working with landlords, listening to their business needs and revising our offer to encourage more

landlords to offer more private rented properties to the council, to prevent homelessness. A new Landlord Forum was launched in July to promote partnership working with the Council. There continues to be strong performance management of service delivery, with weekly reviews of progress.

Workstream 3: Reduce cost of temporary accommodation

13. The priority for workstream 3 is to reduce the unit cost and therefore overall expenditure on the highest cost temporary accommodation. A price cap has been applied to all spot purchased temporary accommodation and providers of these properties have been subject to negotiation to reduce costs to or below the cap. Overall, this workstream has been delivered at pace, with most negotiations completed and applied by the end of quarter 1. There were 326 active tenancies above the price cap at the start of the workstream. As of the end of September, this has been reduced to 8 tenancies. A new, additional phase of the workstream has been applied with 393 active tenancies above a revised, lower rent cap (a reduction by £5 per night). By the end of September, this number has decreased to 236 tenancies, a reduction of 157 tenancies (40%). Further work is underway to achieve the full delivery of the price cap programme.
14. Linked to this workstream is a consistent enforcement process for temporary accommodation with regular review meetings having been established with the Counter Fraud and Private Sector Housing teams.
15. A key plank of workstream 3 is to transition from an expensive nightly charged portfolio of temporary accommodation to a more cost-effective leased portfolio. This workstream had an initial target to secure an additional 100 leased properties for use as temporary accommodation by March 2026. Most of the original target has been met by 87 units secured at Frayswater Place and negotiations are underway to secure a further 17 units from an existing supplier. Work is being finalised on acquiring these properties. Additional options to increase the leasing portfolio continue to be considered where these meet the requirements of the Council and offer value for money to residents.

Workstream 4: Increase move-on into social housing

16. The key indicator for this workstream is for a minimum of 50 social housing lettings to be made to homeless households per month. As at the end of September the total number of social housing lettings to homeless households was 123, representing approximately 61.5% of all social housing lettings in this period. The supply of relet social rented homes in the first six months has included smaller properties not suitable to meet the needs of larger bedsize homeless households, which in turn has meant fewer households moving on from temporary accommodation.
17. To ensure new housing supply meets needs, the Council is on track to deliver an ambitious programme of new additional social rented housing to meet the needs of local families. This includes working with a partner to purchase 200 properties by the end of March 2026. This programme is proceeding to target, and it is estimated that all 200 will be bought by the Autumn, this year. There were 13 completions at the end of 2024/25 and there have been a further 100 so far in 2025/26. A successful bid for grant funding to support the purchases (subject to the individual properties meeting their criteria) has been approved

by the Greater London Authority. Additional acquisitions are being made by our in-house teams and total 31 individual properties. In total there are 201 acquisitions and new build for low-cost rent to date including those provided by housing associations.

Empty Homes

18. In relation to empty homes in the private sector the council is actively reviewing and following up on the priority empty homes across the Borough. This includes engaging with landlords, property owners and solicitors where properties are subject to the outcome of probate with a view to bringing these back into use, including the option for the council to lease these properties.

Priorities over the next quarter

19. As set out above a priority over the next quarter is to reduce the cost and usage of temporary accommodation by increasing the supply of private rented sector homes available to prevent homelessness and move-on families from temporary accommodation. Work to secure additional leased properties is ongoing and will help to reduce overall expenditure. In addition, officers are expediting actions to complete an additional phase of price reductions with landlords for the cost of temporary accommodation per night. The acquisition of new homes by the Council remains a firm priority and is on track to achieve fully delivery by the end of March 2026.

Measures of success

20. The table below provides an update on the measures of success. Overall, the measures indicate positive progress, including increasing rates of homeless prevention, maintaining high performance in avoiding the use of shared accommodation for homeless families with children and positive progress in reducing the overall nightly cost of temporary accommodation.

Measure	Target	Baseline	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25
1. Higher % of households whose homelessness is prevented	London Average 54% (Oct-Dec 2024)	31%*	17%	32%	27%	37%	40%	64%
2. No families with children/pregnant women in non-self-contained B&B for more than 6 weeks	0	0**	0	0	0	0	0	0
3. Fewer households becoming homeless and needing temporary accommodation	50 max (per month)	62***	64	43	66	72	28	36

4. Fewer households in nightly charged (high cost) temporary accommodation	Zero by 31/03/2026	736**	760	770	789	819	810	809
5. Lower overall cost of temporary accommodation (Gross)	Balanced budget by year end	£1,987,313**	£1,990,430	£2,097,636	£1,903,942	£1,955,478	£1,976,746	£1,920,104
6. Lower cost per temporary accommodation unit (Gross monthly and per night)	Zero over caps set by bedsize	£2,330**	£2,249	£2,354	£2,404	£2,376	£2,428	£2,272
		£75.15**	£74.97	£75.94	£80.13	£76.65	£78.34	£73.30
7. Implementation of acquisition and new build development programme (LBH)	300 acquisition 100 new build	19*** 15***	10 0	13 4	25 2	25	25	33 64

* Average 2024/25

** @ 31/3/2025

*** Monthly average 2024/25

**** March 2025

21. In February 2025 Cabinet requested that officers continue to refine and develop the Action Plan, where the measures needed to be more specific to determine whether targets were being met, with tighter target setting and monitoring, acknowledging that some estimates would be broad. Targets against the measures have been included and the following additional success measures are being used to track progress.

Measure	Target (monthly)	Baseline	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25
Fewer households threatened with homelessness (approaches)	600	609***	557	563	604	616	514	568
Private rented sector placements	42	19***	27	33	22	33	22	38
Lettings to homeless households in TA	36 updated target	32***	9	15	14	29	23	33

Financial Implications

The Temporary Accommodation Strategy and Action Plan outlines initiatives to reduce homelessness spend on temporary accommodation. A wide range of measures are detailed in the plan including preventative measures, more efficient service delivery and new ways of working, as well as supply measures such as procuring properties at lower cost, acquisitions and new build.

Some of these measures will have initial cost implications which have been factored in the budget setting process as part of the MTFS and ultimately aim to drive the total cost of homelessness down.

The report outlines progress that has been made in taking forward actions in the strategy. The impact of these actions has begun to show some positive results especially with procuring properties at lower cost through the rent cap initiative. Changes in rates between April and August are as shown.

Category	April Rates/Unit/day (£)	August Rates/unit/Day (£)	Difference (£)
1 Bed NSC	61.33	43.87	(17.46)
1 Bed	64.49	60.34	(4.15)
2 Bed	86.73	80.46	(6.27)
3 Bed	99.86	90.71	(9.15)
4 Bed	108.04	101.64	(6.40)
5+ Bed	126.44	115.21	(11.23)

Weighted average rates show a reduction of £6.44 per unit per day from April to August. This will generate an estimated full year effect of £1.74m cost reduction based on estimated average annual volumes in August.

RESIDENT BENEFIT & CONSULTATION

Those residents affected by homelessness will benefit from the increased focus on fast and effective case handling and on securing sustainable accommodation solutions. All residents of the borough will benefit from the concerted effort to address the budgetary risk related to temporary accommodation expenditure. Sound financial management is a fundamental part of “putting residents first”.

Consultation & Engagement carried out (or required)

This report has not been subject to consultation. The report provides an update on a previously agreed action plan that covers a range of management actions that are necessary to bring high risk expenditure in line with budgetary constraints. Rapid implementation is critical. The strategy covers a wide range of actions, some of which will or have already been subject to consultation, i.e. the recent amendments to the Social Housing Allocation Policy being an example.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and note the Financial Implications set out above and the progress on taking forward the Temporary Accommodation and Action Plan, which includes a range of measures to reduce the significant financial pressure to the Council on Temporary Accommodation, noting that these actions are beginning to yield positive outcomes, notably through the rent cap initiative, which is expected to deliver a full year cost reduction of £1.74m based on average annual volumes in August.

The Council's budget strategy approved in February 2025, contains an increase in the budget strategy effectively aiming to fund the additional growth that is in the system, which proposed saving measures included within the Strategy and Action Plan to mitigate the rising Homelessness Support, totalling £3.63m for 2025/26 rising to £5.1m by 2027/28. These measures will be monitored through the demand led financial and activity-based model as part of the wider MTFS refresh for 2026/27 and beyond.

As at Month 5, the Housing Service were reporting a pressure of £6.5m largely driven by Temporary Accommodation and Homelessness Support, with this being a national pressure, but with Hillingdon particularly impacted by having Heathrow within its boundaries having a material impact on supply and demand.

Legal

This report provides an update to Cabinet and outlines the progress made in respect of the Temporary Accommodation Strategy and Action Plan approved by them in February 2025. The recommendation is for Cabinet to note the contents of this report and as such Legal Services confirms there are no legal impediments.

BACKGROUND PAPERS

- [Cabinet report 13 February 2025: Temporary Accommodation Strategy & Action Plan](#)
- [Appendix - Hillingdon Temporary Accommodation Strategy and Action Plan](#)
- [Cabinet report 26th June 2025: Temporary Accommodation Action Plan Monitoring](#)

Appendix 1

Temporary Accommodation Action Plan Update – October 2025

Action	Timeframe	Measures of Success	Progress
Objective 1: Manage homelessness demand and increase rates of successful homeless preventions			
<ul style="list-style-type: none"> Deliver a communications campaign to promote self-service and 'find your own' housing options to residents. Implement changes to the on-line self-referral portal. 	From Q3 2024/25	<ul style="list-style-type: none"> Increase in proportion of households whose homelessness is prevented. Achieve a target prevention rate of 40% (% prevention cases closed during period with accommodation secured) – this target is now revised to 54% in line with the London average. No. families with children/pregnant women in non-self-contained B&B for more than 6 weeks. Target zero. 	<p>Communication has included an article in Hillingdon People regarding measures to address homelessness and providing advice on taking control and finding affordable housing. A link was also provided to a video on homelessness assistance.</p> <p>The homelessness sections of the council's website have been completely redesigned. This is to provide advice on actions people can take to help address their homelessness and to ensure that those who most need to be assisted by council employees are able to access help through a more streamlined process.</p> <p>There continue to be zero households with children/pregnant women in non-self-contained B&B for more than 6 weeks.</p>
<ul style="list-style-type: none"> Deliver proactive and quality case work to increase 'no' and 'low' cost preventions – to include; <ul style="list-style-type: none"> the option of a new mediation and 		<ul style="list-style-type: none"> Fewer households being placed into nightly paid temporary accommodation than during 2024/25 (62 per month). Target <50. 	<p>Case management targets have been implemented and a PowerBI dashboard developed for monitoring purposes. 'Assessment of Suitability' training has been delivered and customer journey mapping has been undertaken.</p>

Action	Timeframe	Measures of Success	Progress
<p>accommodation finding service, for residents;</p> <ul style="list-style-type: none"> embed new case work practice and support, to include weekly reviews of case work preventions. 	<p>Q4 2024/25</p> <p>Q3 2024/25</p>		<p>Customer service is improved by a new direct phone line having been introduced into Housing Needs with a duty rota to manage calls.</p> <p>The number of households being placed in nightly paid accommodation dropped considerably in August and numbers for September were also well below target.</p>
<ul style="list-style-type: none"> Develop our prevention 'tool kit', focusing particularly on the most frequent reasons for loss of accommodation, to include; <ul style="list-style-type: none"> proactive engagement with private sector landlords at scale and working with the Courts, to reduce evictions; launch a new offer for private sector landlords to sustain tenancies to avoid eviction, including the option of a Rent Guarantee Scheme, if the right option for Hillingdon; and improvement grants; 	<p>Q3 2024/25</p> <p>Q1 2025/26</p> <p>Q4 2024/25</p>	<ul style="list-style-type: none"> Increased accommodation available and used to prevent homelessness measured against 2024/25 delivery of: <ul style="list-style-type: none"> 334 Private rented sector placements (including single homeless supported) 383 Lettings to homeless households (relets and first lettings) 	<p>We have engaged with the majority of our main temporary accommodation providers. Discussions have been held about how we can work more collaboratively and deliver future procurement opportunities. A Landlord Forum was held in July.</p> <p>A review of incentives has been completed.</p> <p>Team Leader's casework management includes checking for fast and effective responses to friends and family evictions. The triage team are assigning case officers as soon as possible, for early prevention.</p> <p>New case management processes and procedures are being implemented.</p>

Action	Timeframe	Measures of Success	Progress
<ul style="list-style-type: none"> ○ a proactive, fast track approach for evictions by 'friends and family members'. 			
<ul style="list-style-type: none"> • Work with Government departments to ensure effective planned arrangements for leaving accommodation to avoid homelessness. 	From Q3 2024/25	Positive engagement and influence of Home Office and other Government Departments practice and policy.	Continued efforts are made with the Home Office and MHCLG to raise awareness of issues faced by the borough. This is particularly in relation to additional pressures from the move on of former asylum seekers from initial accommodation. A media campaign has also been initiated with regards to this for fair funding from the Home Office.
<ul style="list-style-type: none"> • Deliver additional rented housing supply to support prevention of homelessness, to include: <ul style="list-style-type: none"> ○ increasing the supply of private rented sector accommodation (see objective 2) ○ enabling an increase in the move-on supply of accommodation to support the single homeless pathway, including the supply accessed by voluntary sector partners 	From Q1 2025/26	See objective 2.	Arrangements are in place to regularly review delivery of housing supply with voluntary sector accommodation providers and Housing Association partners to see what more can be done to increase private sector provision through their leasing arrangements.

Action	Timeframe	Measures of Success	Progress
Objective 2: Increase rates of move-on from temporary to settled accommodation			
<ul style="list-style-type: none"> Implement policy and processes to maximise the number of lettings to priority homeless households in social rented housing across all registered social housing providers to include: <ul style="list-style-type: none"> implement changes to the Social Housing Allocation Policy; apply a local lettings plan; review every quarter the supply of lettings from all Registered Providers to ensure these are being maximised, for the benefit of residents (nominations). 	<p>Q4 2024/25</p> <p>Q2 2025/26</p> <p>Q2 2025/26</p>	<ul style="list-style-type: none"> Number of social sector lettings to homeless households Number of social sector lettings via registered providers Reduced average period housed in temporary accommodation. 	<p>A number of changes to the Social Housing Allocation Policy were agreed in November 2024 and implementation was completed by April 2025.</p> <p>Lettings of social housing are monitored against priority housing needs, including homelessness.</p>
<ul style="list-style-type: none"> Expand the supply of private rented sector accommodation to accelerate move-on from temporary accommodation into long-term sustainable solutions, to include: <ul style="list-style-type: none"> an updated Private Sector Rented Policy offer a new package of offers for landlords to sustain 	<p>Q1 2025/26</p> <p>Q1 2025/26</p>	<ul style="list-style-type: none"> Increased supply of PRS for settled accommodation at all duty stages. Increase the supply of private rented sector properties by 50% 	<p>Landlord incentives have been reviewed and will be kept under review given the challenging market.</p> <p>This will include reviewing and updating policies and procedures related to working arrangements with landlords (including payments, compliance etc).</p> <p>Negotiations with nightly providers includes considering converting to</p>

Action	Timeframe	Measures of Success	Progress
tenancies, grant funding to improve properties and options to work with the council on a medium-term basis.			Assured Shorthold Tenancies but this is not proving successful currently. The Hillingdon Landlord Forum was re-launched in July with the next Forum scheduled for the Autumn.
<ul style="list-style-type: none"> Embed a 'one-reasonable-offer' approach to prevent or relieve homelessness. 	Q4 2024/25	<ul style="list-style-type: none"> Increase in duties discharged particularly on one offer only. 	A 'one-reasonable' offer approach is in place. A focus is being placed on ensuring that implementation of this is applied consistently, supporting case workers.
<ul style="list-style-type: none"> Increase recovery of properties through tackling fraud, including unannounced visits and a 'key amnesty' for tenants who wish to relinquish their social housing tenancy. 	From Q1 2024/25 and ongoing thereafter	<ul style="list-style-type: none"> Number of properties recovered by the Counter Fraud Team. Increase in duties discharged as a result of proactive casework e.g. intentionality, fraud, within timescales. 	The Counter Fraud Team are continuing to carry out checks that temporary accommodation is being occupied as it should be through unannounced visits.
<ul style="list-style-type: none"> Complete a rapid review and update of Personal Housing Plans (PHPs) for all tenants of temporary accommodation, identifying suitable housing pathways and options for all residents currently in temporary accommodation. Complete a 	Q4 2024/25 and ongoing thereafter	<ul style="list-style-type: none"> No families with children/pregnant women in non-self-contained B&B for more than 6 weeks. Increase in PHPs developed and delivered across all entering and currently living in temporary accommodation 	<p>Staff are aware of the need to prepare PHPs for all homeless cases and to review them regularly. Casework supervision is in place to check that this is implemented and support case workers.</p> <p>Two members of staff have been identified to concentrate specifically on high cost and long term temporary</p>

Action	Timeframe	Measures of Success	Progress
quarterly review and update thereafter.			accommodation placements and identify suitable pathways to move them on.
Objective 3: Reduce total expenditure on temporary accommodation			
<ul style="list-style-type: none"> Negotiate reduced nightly rates with all temporary accommodation providers. 	From Q3 2024/25	<ul style="list-style-type: none"> Fewer households in nightly charged temporary accommodation. Lower overall cost of temporary accommodation (after subsidy). 	<p>A second phase of the rent cap initiative was launched in August. This reduced the caps by a further £5 per night.</p> <p>At the start of Phase 1, there were 326 active tenancies above the rent cap. As of September, this has been reduced to 8 tenancies. Phase 2 began with 393 active tenancies above the rent cap. By September, this number has decreased to 236 tenancies, a reduction of 157 tenancies (40%).</p> <p>Where it has not been possible to negotiate with those breaching the cap to sufficiently reduce the cost, the cases are presented to a weekly panel to prioritise move on to alternative accommodation as soon as possible.</p>
<ul style="list-style-type: none"> Review and implement a new procurement approach for the use of temporary accommodation. Deliver increased supply of lower cost temporary accommodation, to support prevention of 	<p>From Q4 2024/25</p> <p>From Q3 2024/25</p>	<ul style="list-style-type: none"> Fewer households in nightly charged temporary accommodation Lower overall cost of temporary accommodation (after subsidy) 	A new approach to procurement of temporary accommodation seeks to scale up and secure deals for larger buildings / portfolios and to secure them over a medium-term time frame.

Action	Timeframe	Measures of Success	Progress
homelessness including use of leased accommodation and lower cost council owned options.		<ul style="list-style-type: none"> Lower cost per temporary accommodation unit (after subsidy) in all bed sizes Increase the use of existing council relets for use as temporary accommodation 	<p>We have a pipeline supply of newly signed up leased properties for use as temporary accommodation. The original target of 100 will be exceeded.</p> <p>An agreement to lease Frayswater Place (87 units) for 10 years was approved by Cabinet in May and a number of further deals are under consideration and will be subject to review / approval by Members. It is anticipated that the blocks will be in use from the Autumn 2025. Pre-allocations are underway.</p> <p>An additional 17 properties are subject to due diligence.</p>
Objective 4: Increase the supply of additional social rented housing and new temporary accommodation through acquisition and new build programmes			
<ul style="list-style-type: none"> Agree and deliver a pipeline supply programme to increase the volume of council owned properties for use as temporary accommodation. 	From Q4 2024/25	<ul style="list-style-type: none"> Increased number of temporary accommodation homes managed by the council to control cost and quality. 	<p>There is an ongoing programme to convert some larger council properties to shortlife temporary accommodation to reduce costs for housing larger families. Options for additional low-cost temporary accommodation are under consideration and proposals continue to be developed for consideration.</p>

Action	Timeframe	Measures of Success	Progress
<ul style="list-style-type: none"> Deliver an acquisitions programme to increase the supply of social rented properties (minimum 500 homes). 	From Q1 2024/25	<ul style="list-style-type: none"> Implementation of acquisition and new build development programme; <ul style="list-style-type: none"> Increased new acquisitions supply to March 2028. 	<p>The outturn figures for 2024/25 were 228 acquisitions.</p> <p>A contract has been agreed to acquire and make lettable 200 homes. The contract runs for 2025/26 and 2026/27 but is being frontloaded with an expectation for all homes to be delivered during 2025/26.</p> <p>Further acquisitions will be completed inhouse.</p>
<ul style="list-style-type: none"> Deliver a 5-year programme of new build social and affordable rented housing (minimum 1,000 homes) 	From Q1 2024/25	<ul style="list-style-type: none"> Increased new build properties supply to March 2028. 	<p>The outturn figures for 2024/25 were 176 new dwellings. Of these 131 were provided by Housing Associations and the remainder by the Council</p> <p>During 2025/26 there is a supply pipeline of 269 new build dwellings to be provided by the Council and Housing Association partners.</p> <p>Proposals for sites in the ownership of the Council are being developed alongside options to work with private landowners for residential developments with planning permission in place.</p>

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