

Homelessness and Rough Sleeping Strategy Consultation Draft

Committee name	Residents' Services Select Committee
Officer reporting	Debby Weller
Papers with report	Appendix A: Hillingdon Homelessness and Rough Sleeping Strategy 2026 to 2030: Draft for Consultation Appendix B: Homelessness and Rough Sleeping Review 2025
Ward	All

HEADLINES

As part of its statutory responsibility to undertake a Homelessness and Rough Sleeping Review and to develop and publish a Homelessness and Rough Sleeping Strategy, this report provides the Residents' Services Select Committee with an opportunity to review and comment on the draft Strategy before Cabinet considers it.

RECOMMENDATIONS

That the Residents' Services Select Committee:

- 1. Notes the contents of the Homelessness and Rough Sleeping Review; and**
- 2. Reviews the draft Homelessness and Rough Sleeping Strategy for the Borough and comments on any matters it would like considered as this Strategy is finalised for approval by the Cabinet.**

SUPPORTING INFORMATION

Under the Homelessness Act 2022, local housing authorities must publish a comprehensive homelessness and rough sleeping strategy every 5 years based on a review of all forms of homelessness in their area.

The development of the review and the draft strategy (see attached appendices A & B) have included data analysis and engagement with internal and external partners during summer and autumn 2025. They have been informed by current challenges for homelessness at a national and more local level and take into account the Temporary Accommodation Strategy approved by Cabinet in February 2025 and the Residents' Services Select Committee Review of Homelessness and the Customer Journey which concluded in January 2025.

The Strategy is currently undergoing a six-week formal consultation process which began on 5th January 2026 and concludes on 15th February 2026. Following consultation, the consideration by Cabinet is scheduled for 19th March 2026.

The Vision in the draft for Homelessness and Rough Sleeping is:

Putting residents first: a compassionate, preventative and empowering approach to tackling homelessness and rough sleeping, with access to appropriate accommodation and support.

There are five strategic priorities, brief details of which are as follows:

Strategic Priority1: Early and Sustained Prevention of Homelessness

Improve Access to Early and Sustained Prevention of Homelessness	Strengthen Financial and Multi-Agency Support to Prevent Homelessness	Support Tenancy Sustainment and Long-Term Housing Stability
<ul style="list-style-type: none">• Universal advice• Targeted advice to be expanded for high-risk groups• Tailored response to high volume presentations• Readiness for Renters Rights legislation• Digital tools for self - assessment and tailored advice• Joint working with Children's Services to improve pathways for care leavers	<ul style="list-style-type: none">• Homelessness Prevention Fund• Coordinate wraparound support through range of homelessness partners• Hospital discharge protocol• Prison and probation services strengthened protocol	<ul style="list-style-type: none">• Floating support and tenancy management through partners and inhouse services• Employment and financial advice to support long-term stability• Discretionary Housing Payments kept under review to support households at risk• Preparation for Independent Living

Strategic Priority 2: Resident Focused Homelessness Services

Residents are Clear about their Rights and Responsibilities and are Respected, Understood and Supported	Staff are Equipped to Provide Excellent Services	Strengthening Partnerships
<ul style="list-style-type: none"> Residents' Charter to explain homelessness support and set expectations Providing a welcoming environment Efficient appointment systems Quality assurance controls Feedback mechanisms to inform service improvements and promote co-production Strengthening complaints process and learning to improve services Update communication materials to ensure clarity and understanding 	<ul style="list-style-type: none"> Training and development Supervision and Wellbeing - staff supervision and tools and policies to support mental health Learning culture, share good practice and promote continuous improvement Professionalism and consistency – clear service standards and protocols Effective case management with named case workers and active communication Staff voice – involved in service design 	<ul style="list-style-type: none"> Recognise and value contributions Shared protocols and integrated systems Referrals across departments Engage actively with partners Coordinate activities Forward planning work with partners Longer-term commissioning Shared learning and development

Strategic Priority 3: Support Access to Safe, Suitable, Sustainable Accommodation

Increase Access to Safe, Suitable and Sustainable Housing	Reduce Reliance on Emergency Housing	Improve Pathways to Settled Housing
<ul style="list-style-type: none"> Develop homelessness accommodation pipeline Maximise use of council owned assets 	<ul style="list-style-type: none"> Increase supply of temporary and supported housing Continue to develop relationships with private landlords 	<ul style="list-style-type: none"> Secure move-on options through collaboration with providers Promote tenancy sustainment and

<ul style="list-style-type: none"> • Address Homes in Multiple Occupation quality and regulation through licensing and inspections • Maximise use of existing council homes 	<ul style="list-style-type: none"> • Strengthen partnerships with housing associations and larger private sector providers 	<ul style="list-style-type: none"> • support services • Monitor and evaluate transition outcomes to inform future planning
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Strategic Priority 4: Targeted Housing Pathways for Single Homeless, Rough Sleepers and Other Groups

Build Clear and Sustainable Housing Pathways	Strengthen Partnership and Outreach to Address Complex Needs	Promote Recovery, Independence and Long-Term Stability
<ul style="list-style-type: none"> • Robust Pathways to effectively support movement to sustainable accommodation • Pathways for recent arrivals • Increase availability of shared accommodation for under 35s • Targeted supported housing for young people • Safe Temporary Accommodation for survivors of Domestic Abuse • Combined housing and employment advice for those who are benefit capped • Dedicated officer working with hospital discharge teams 	<ul style="list-style-type: none"> • Partnership working with other London Boroughs to address rough sleeping • Collaboration with commissioned and non-commissioned services to help transition away from the streets • Outreach services to be reviewed to ensure remain responsive to evolving needs 	<ul style="list-style-type: none"> • Focus on health and wellbeing and on access to meaningful opportunities in education, training and employment • Tailored support to transition to independent living • Housing first initiatives to provide a solid foundation to address deep rooted challenges

Strategic Priority 5: Modern data led cost effective services

Use Data to Drive Prevention and Early Intervention	Embed Performance, Workforce and Service Quality Monitoring
<ul style="list-style-type: none">• Centralised Homelessness Dashboard – provide real-time visibility of key metrics to support operational oversight, strategic planning and performance management• Predictive analytics to identify households at risk of homelessness earlier• Data modelling to support resource allocation, forecast demand and inform commissioning decisions	<ul style="list-style-type: none">• Benchmarking against other London boroughs and national indicators (outcomes framework)• Monitoring of staff caseloads and wellbeing indicators• Key metrics to include re-approach rates, resolution times and resident satisfaction

BACKGROUND PAPERS

[Residents' Services Select Committee Review of Homelessness and the Customer Journey – Review Findings](#)

APPENDICES

Appendix A Hillingdon Homelessness and Rough Sleeping Strategy 2026 to 2030: Draft for Consultation

Appendix B Homelessness and Rough Sleeping Review 2025