Brighton & Hove Homelessness and Rough Sleeping Strategy Action Plan 2026-2029

Status: Final

Delivers the Homelessness and Rough Sleeping Strategy 2025–2030 (adopted by Cabinet on 11 December 2025)

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0. Statutory Basis and Key Dates

This Action Plan sets out how Brighton & Hove City Council (BHCC) will deliver its Homelessness and Rough Sleeping Strategy 2025–2030, adopted by Cabinet on 11 December 2025 (Agenda Item 89). It responds to the Homelessness Act 2002 duty to maintain an Action Plan underpinning the Strategy, and to the new 2026/27 grant condition requiring published and regularly updated Action Plans for authorities receiving the Homelessness, Rough Sleeping and Domestic Abuse Grant.

Requirement	Key date / detail
Homelessness and Rough Sleeping Strategy adopted	11 December 2025 (Cabinet, Agenda Item 89)
Strategy period	2025 to 2030 (renewal due by 2030, Homelessness Act 2002 s1(4))
Action Plan must be published	1 December 2026
Action Plan updated	Annually (per Cabinet report para. 3.21 commitment to report on progress and update the action plan annually)
Publication	By 30 November 2026
Targets and links submitted to MHCLG	By 1 December 2026

1. Strategic Context: Homelessness and Rough Sleeping Strategy 2025–2030

The Homelessness and Rough Sleeping Strategy 2025–2030 sets out Brighton & Hove's approach to preventing homelessness, reducing rough sleeping and improving outcomes for people experiencing housing insecurity over the next five years. It builds on the previous Homelessness and Rough Sleeping Strategy 2020–2025 and is informed by evidence gathered through the city's homelessness review, engagement with residents, partner organisations and people with lived experience.

The Strategy contributes to the delivery of the Council Plan 2023–2027 and supports the wider ambition of ensuring that residents can access safe, suitable and stable accommodation. It recognises that homelessness has significant impacts on health, wellbeing, safeguarding, education, employment and wider life opportunities, and that preventing homelessness requires coordinated action across the council, health services, voluntary and community organisations and other partners.

The Strategy is built around three priorities and one chapter which sits across all priorities:

- **Priority 1:** Increase our effectiveness in preventing homelessness and rough sleeping.
- **Priority 2:** Improve temporary accommodation pathways and experiences.
- **Priority 3:** Improve joined-up support with our partners for people who most need help.
- **Chapter:** Tackle homelessness in children, families and young people.

The Strategy places particular emphasis on prevention, recognising that better outcomes are achieved when support is provided before people reach crisis point. It also recognises the need to reduce reliance on temporary accommodation, strengthen support for people experiencing multiple disadvantage and improve outcomes for children, families and young people affected by homelessness.

Three cross-cutting commitments underpin delivery:

- Be fair and inclusive
- Work in partnership
- Make best use of resources

This Action Plan provides the framework through which the council and its partners will collectively deliver the Strategy's priorities, aligning partnership activity, performance measures and Local Outcomes Framework targets to achieve the ambitions set out in the Strategy. It includes a Suitability of Temporary Accommodation Policy and Long-Term Rough Sleeping Partnership Plan.

The Homelessness and Rough Sleeping Strategy 2025-2030 was created following a robust review of homelessness across Brighton & Hove. The Strategy includes:

- **Current and anticipated future need** including for single adults, children, families and young people
- **Activities and actions that were successfully taking place and opportunities to improve** early intervention and prevention, providing the right accommodation at the right time alongside the specialist services and support that is required to give people the best possible support to sustain their accommodation
- **Resources that are available and those that are required** spanning housing, social services, public bodies and the voluntary sector
- **Accommodation provision and suitability** across social, supported, specialist, private rented and temporary accommodation **including for vulnerable groups**

The Action Plan builds on the Homelessness and Rough Sleeping Strategy 2025-2030 using the evidence base which can be found in Section 2 to inform the delivery approach required to achieve targets and positive outcomes.

1.1 Cabinet Members and lead officers

Role	Postholder
Cabinet Member for Housing	Councillor Gill Williams
Chair of the Homelessness & Rough Sleeping Strategy Partnership Board	Councillor Paul Nann
Vice-chair of the Homelessness & Rough Sleeping Strategy Partnership Board	Councillor Emma Daniel
Corporate Director, Homes & Adult Social Care	Genette Laws
Director of Housing People Services	Harry Williams

1.2 Alignment with other strategies and plans

- Homes for Everyone – Housing Strategy 2024–2029
- Council Plan 2023–2027 (A Better Brighton & Hove for All)
- City Plan (planning framework and housing/infrastructure targets)
- Joint Health and Wellbeing Strategy; cost-of-living plan; drugs and alcohol strategy; mental health housing action plan; suicide prevention strategy; transition to adulthood strategy
- Supported housing strategy (to be developed under the Supported Housing (Regulatory Oversight) Act 2023)
- Long-Term Rough Sleeping Partnership Plan which forms part of the Action Plan – see Section 6.2
- Suitability of Temporary Accommodation Policy which forms part of the Action Plan – see Section 7
- Rough Sleeping Programme (three-year programme 2026 – 2029)

2. Evidence Base:

The Review of Homelessness in Brighton & Hove 2025 provides the evidence base for the Strategy and informs the Action Plan. Key findings and indicators are shown below:

Indicator	Figure
People experiencing homelessness in the city (Shelter estimate, June 2024)	3,580 (1 in 77 people)
...of whom living in temporary accommodation	3,528
...of whom sleeping rough	52
Homeless children aged 0–17 (approx. 40% of homeless population; 17% of city population)	1,411
Households approaching council for advice/support, 2024	2,624
Homeless applications, 2024	2,366
Households approaching before becoming homeless (prevention stage), 2024	594 (down from a peak of 854 in 2023)
Households approaching after becoming homeless (relief stage), 2024	1,230 (up from 993 in 2021)
Main housing duty acceptances, 2024 (vs. 261 in 2020)	616
Households in temporary accommodation, end of 2024	1,928
...of which contained children (47%)	~906 households

...single female + children households (21%) / single male, no children (22%) / single female, no children (11%)	see % split
...in shared facilities incl. B&B/hotels (22%) vs self-contained (78%), end 2024	417 shared / 1,511 self-contained
Households in TA, most recent published figure (June 2026)	2,292 – highest on record, up from 2,170 (late 2025)
Average wait for a social rented home / 3-bed home	3.3 years / 6.2 years
Homes privately rented in the city (vs South East 17%, England 18%)	31%
Average private rent as % of income (affordability threshold 30%)	45%
Relief duty applicants with 1+ support need / with mental health need	68% / 35%
People with 2+ compounding needs in contact with services, early 2025	704
Rough sleeping rate, March 2025 (vs South East 11.5, England 13.4 per 100,000)	30.0 per 100,000 – joint 19th highest in England
Rough sleeping annual snapshot, November 2024	76 people
Rough sleeping annual snapshot, autumn 2025 (MHCLG, published Feb 2026)	57 people (-19, -25% on 2024: 3rd largest national decrease)

3. Targets

The Homelessness and Rough Sleeping Strategy 2025 to 2030 will be monitored through a combination of the national Local Outcomes Framework (LOF) and Brighton & Hove City Council's existing local performance measures. The Local Outcomes Framework, introduced by the Ministry of Housing, Communities and Local Government (MHCLG) in 2026, provides a consistent national framework for measuring progress towards ending homelessness and rough sleeping.

The Council is required to set local targets that align with guidance and demonstrate through this Action Plan how those targets will be achieved working in partnership across Brighton & Hove. The targets have been developed using:

- Brighton & Hove baseline performance;
- benchmarking against comparable authorities;
- national targets and expectations; and
- local housing market conditions and demand pressures.

They may be revised where new evidence, national guidance or local circumstances indicate a need for adjustment.

Targets will be reviewed annually by the Homelessness and Rough Sleeping Working Group. The Working Group will present them to the Partnership Board and subsequently report to Cabinet alongside any recommendations for adjustments. These will then be published in compliance with Ministry of Housing, Communities and Local Government (MHCLG) requirements.

The evidence has been taken from a number of quantitative and qualitative data sources. These are:

- Statutory homelessness data (causes, outcomes and prevention/relief duties);
- Temporary accommodation data (use of all types of temporary accommodation including bed and breakfast);
- Equality monitoring (differential experiences and outcomes including women's rough sleeping census data);
- Benchmarking (causes, outcomes and prevention/relief duties);
- Partnership data (Joint Strategic Needs Assessment (JSNA), social care, health, probation, the Voluntary, Community and Faith Sector (VCFS) and other local partners); and
- Rough Sleeping Intelligence (rough sleeping management information and local outreach data).

3.1 Local Outcomes Framework targets

Delivery against the Local Outcomes Framework targets is outlined in Section 8 of this Action Plan, supported by the partnership arrangements described in Sections 4 and 5. Each target is linked to one or more Strategy priorities, enabling progress to be monitored through the governance framework and quarterly partnership performance reporting to the Homelessness and Rough Sleeping Partnership Board.

The table below sets out Brighton & Hove's proposed target trajectory against the national Local Outcomes Framework. The trajectory reflects the city's baseline (starting position), the scale of local housing pressures and number of people experiencing homelessness and how we are addressing the requirement to demonstrate improvement over the course of the current Parliament.

Local Outcomes Framework (LOF) metric	Baseline (2025)	Annual checkpoint (2026/27)	Annual checkpoint (2027/28)	Annual checkpoint (2028/29)	How it aligns with the Homelessness and Rough Sleeping Strategy 2025 – 2030
Households with children in temporary accommodation (rate per 1,000 households)	Sept 2025	Sept 2026	Sept 2027	Sept 2028	• **Increase effectiveness in prevention homelessness and rough sleeping (Priority 1)** • **Improve temporary accommodation pathways and experiences (Priority 2)** • **Improve joined-up support with partners for people who most need help (Priority 3)** • **Tackling homelessness in children, families and young people (Chapter)**
	6.86	6.86	6.50	6.00	
	Narrative: The rate of households with children in temporary accommodation per 1,000 households is holding at target due to ongoing pressures in the city housing market and a focus on ensuring families are placed in suitable accommodation. Affordability challenges in the private rented sector, alongside competition for housing from other groups such as students, limit the availability of family-sized homes. Families with children often require larger properties, and finding accommodation that meets both their needs and suitability requirements can be complex. Temporary accommodation includes both short-term placements and longer-term temporary homes, with a subset of these being settled homes that are suitable for medium to long-term occupation. Where permanent housing is not available, the council prioritises placing children in appropriate				

<table>
<tr><td></td><td colspan="5">accommodation rather than moving families into unsuitable housing, which contributes to the measure remaining stable.</td></tr>
<tr><td rowspan="2">Households with children in B&B over six weeks</td><td>Sept 2025</td><td>Sept 2026</td><td>Sept 2027</td><td>Sept 2028</td><td rowspan="2">Increase effectiveness in prevention homelessness and rough sleeping (Priority 1)
Improve temporary accommodation pathways and experiences (Priority 2)
Tackling homelessness in children, families and young people (Chapter)</td></tr>
<tr><td>2</td><td>0</td><td>0</td><td>0</td></tr>
<tr><td rowspan="3">Success at preventing and relieving homelessness (%)</td><td>July – Sept 2025</td><td>July – Sept 2026</td><td>July – Sept 2027</td><td>July – Sept 2028</td><td rowspan="2">Increase our effectiveness in preventing homelessness and rough sleeping (Priority 1)
Improve temporary accommodation pathways and experiences (Priority 2)
Improve joined-up support with partners for people who most need help (Priority 3)
Tackling homelessness in children, families and young people (Chapter)</td></tr>
<tr><td>37%</td><td>39%</td><td>41%</td><td>47%</td></tr>
<tr><td colspan="5">National average at start of parliament: 42.3% and 46.5% when National Plan to end Homelessness was published – target is to increase it further across Parliament.</td></tr>
</table>

Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	July –Sept 2025	July – Sept 2026	July – Sept 2027	July – Sept 2028	• **Increase effectiveness in prevention homelessness and rough sleeping (Priority 1)** • **Improve temporary accommodation pathways and experiences (Priority 2)** • **Improve joined-up support with our partners for people who most need help (Priority 3)** • **Tackling homelessness in children, families and young people (Chapter)**
	25.16%	38.5%	41%	44%	
People sleeping rough on a single night	Snapshot count Autumn 2025	Snapshot count Autumn 2026	Snapshot count Autumn 2027	Snapshot count Autumn 2028	• **Increase our effectiveness in preventing homelessness and rough sleeping (Priority 1)** • **Improve joined-up support with our partners for people who most need help (Priority 3)** • **Tackling homelessness in children, families and young people (Chapter)**
	57	46	32	20	
	Nov 2025	Nov 2026	Nov 2027	Nov 2028	

People sleeping rough who are long-term	24	23	18	8	• **Increase our effectiveness in preventing homelessness and rough sleeping (Priority 1)** • **Improve joined-up support with our partners for people who most need help (Priority 3)**

3.2 Brighton & Hove City Council Strategy performance indicators

Alongside the national Local Outcomes Framework, Brighton & Hove City Council will continue to monitor the local performance measures contained within the Homelessness and Rough Sleeping Strategy. These measures provide more detailed information on delivery against each strategic priority and support quarterly performance review through the Homelessness and Rough Sleeping Board.

The Working Group will ensure that performance measures across all strategic priorities are disaggregated to identify outcomes for children, families and young people. This reflects the strategy's specific commitment to tackling homelessness among children, families and young people and will enable progress for these groups to be monitored across the strategy as a whole. This will be shared by the Working Group with the Partnership Board and Cabinet annually.

Priority 1: Increase effectiveness in preventing homelessness and rough sleeping

- Number of Duty to Refer referrals
- Percentage of households approaching at prevention stage
- Percentage of duties owed where homelessness was prevented
- Percentage of households placed in temporary accommodation
- Number of people sleeping rough on a single night

Priority 2: Improve temporary accommodation pathways and experiences

- Total households in temporary accommodation
- Average length of stay in temporary accommodation
- Percentage of temporary accommodation spot purchased
- Number of successful move-ons into settled accommodation

Priority 3: Improve joined-up support with partners for people who most need help

- Accommodation secured for households experiencing multiple disadvantage
- Number of households unable to be supported through specialist pathways because of unmet additional needs
- Percentage of people with multiple compound needs achieving positive outcomes across three or more life domains
- Number of people sleeping rough long-term

Chapter: Tackle homelessness in children, families and young people

- Number of 16- to 24-year-olds owed a relief duty
- Number of households with children in temporary accommodation
- Number of families in B&B accommodation beyond six weeks
- Percentage of care leavers in suitable accommodation
- Number of young people and care leavers sleeping rough

4. Local Governance Structures

The Action Plan which includes the Suitability of Temporary Accommodation Policy and the Long-Term Rough Sleeping Partnership Plan will have been submitted to Cabinet for approval prior to publication. This is the final stage in a review and approval process which has included review and approval by lived experience experts, approval by the Homelessness and Rough Sleeping Working Group and approval by the Homelessness and Rough Sleeping Partnership Board.

The Long-Term Rough Sleeping Partnership Plan aligns with the Ministry of Housing, Communities and Local Government requirements that it is collaborative and place-based, involving a wide range of partners, including commissioned and non-

commissioned support providers, and partners from health, social care, housing and community safety.

The Partnership Board consists of the Chair of the Health and Wellbeing Board (Partnership Board Chair), the Cabinet Member for Children, Families and Youth Services (Partnership Board Vice Chair), the Director of Housing People Services, the Director of Public Health, Programme Director of Integrated Service Delivery, Chair of the Homelessness and Rough Sleeping Strategy Working Group, Homelessness and Rough Sleeping Network, Young Homeless Working Group, Homelessness and Multiple Compound Needs Integrated Care Team, Temporary Accommodation Action Group, City Leadership Board, Brighton & Hove Faith in Action and two Partnership Board members with lived experience of homelessness.

The Homelessness and Rough Sleeping Strategy 2025-2030 is committed to connected partnership work across the city and centring lived and living experience. Working collaboratively with partners across housing, health, adult social care, children's services, criminal justice, education and the voluntary, community, social enterprise and faith sector (VCFS) sector to deliver shared outcomes for residents is at its heart. Delivery of this Action Plan therefore leverages an extensive partnership system, with clear governance arrangements to provide leadership, oversight, challenge and accountability.

Brighton & Hove City Council plays a convening role within this system. Delivery sits across multiple organisations and partnerships throughout the city. Progress against the Local Outcomes Framework targets and Action Plan commitments will be monitored through existing partnership structures, with the Homelessness and Rough Sleeping Partnership Board acting as the primary strategic oversight and escalation body, supported by delivery coordination through the Homelessness and Rough Sleeping Working Group.

4.1 Governance structure

Body / Role	Responsibility	Membership	Frequency
Cabinet Member for Housing	Political oversight of the Strategy and Action Plan. Receives strategic updates on performance, delivery and risks.	Cabinet Member	Cabinet cycle

Corporate Director, Homes and Adult Social Care (SRO)	Overall accountability for delivery of the Strategy, Action Plan and partnership arrangements.	Corporate Director, Brighton & Hove City Council	Ongoing
Director, Housing People Services	Oversight and scrutiny of delivery, outcomes and performance against the Action Plan and alignment with the Homelessness and Rough Sleeping Strategy 2025-2030.	Lead Officer, Brighton & Hove City Council and Partnership Board member	Ongoing
People Overview and Scrutiny Committee	Democratic scrutiny of delivery, outcomes and performance.	Elected Members	As required
Health and Wellbeing Board	Strategic oversight of health, wellbeing, prevention and health inequalities relating to homelessness and rough sleeping.	Housing, health, public health, adult social care and multiple compound needs partners	Board cycle
Homelessness and Rough Sleeping Partnership Board	Strategic oversight of delivery of the Action Plan, review of progress against Local Outcomes Framework targets, oversight of strategic risks, and escalation where required	Council services, NHS, VCSE partners and lived experience representatives	Quarterly
Homelessness and Rough Sleeping Working Group	Coordinates delivery by partner agencies, monitors performance and milestones, manages delivery risks and interdependencies, and escalates strategic issues to the Partnership Board	Council services, NHS, VCSE partners	Monthly (fortnightly when required)
Homelessness and Rough Sleeping Network	Sector-wide collaboration, partnership working and service coordination across the homelessness system.	VCSE organisations with other homelessness partners in attendance by invitation.	Quarterly
Homelessness Operational Forum	Operational coordination, service updates, emerging issues and information sharing across homelessness services.	Providers and commissioners	Monthly

Multiple Compound Needs Transformation Programme Board	Oversees delivery of the city's Multiple Compound Needs transformation programme and integration across housing, health, social care and criminal justice services.	NHS, Brighton & Hove City Council, VCSE and system partners	Programme cycle
Multiple Compound Needs Strategic Sponsors Group (Sussex)	Provides senior-level leadership and oversight for system change relating to people experiencing multiple compound needs, ensuring partner agencies work together to improve outcomes and remove barriers.	Senior partner representatives	Programme cycle
Multi Agency Homeless Health Meeting	Coordination between housing, homelessness and health services to improve healthcare access and reduce health inequalities.	Health and homelessness partners	Regular
Mental Health Accommodation Group	Oversees delivery of the Mental Health and Housing Plan and accommodation pathways for people with mental health needs.	Housing, NHS and mental health partners	Regular
Common Ambition	Lived experience partnership supporting co-production, pathway design, service improvement and system change.	People with lived experience and partner organisations	Ongoing
Safeguarding Adults Board	Strategic oversight of safeguarding arrangements affecting adults at risk, including people experiencing homelessness, rough sleeping and multiple compound needs. Shares learning from Safeguarding Adults Reviews and supports system improvement.	Statutory safeguarding partners and wider agencies	Board cycle
Brighton & Hove Safeguarding Children Partnership	Strategic oversight of safeguarding arrangements affecting children, young people and families experiencing homelessness.	Children's services, health, police and safeguarding partners	Board cycle

Young Homeless Working Group	Strategic partnership group focused on preventing and reducing youth homelessness and improving outcomes for young people, care leavers and young families.	Brighton & Hove City Council, YMCA DownsLink Group and youth homelessness partners	Quarterly
Temporary Accommodation Action Group	Strategic partnership group focused on improving temporary accommodation standards and the experience of those living in temporary accommodation across Brighton & Hove.	People with current or past lived experience of temporary accommodation, Brighton & Hove City Council, councillors, housing providers, health and support services	Quarterly
Families in Temporary Accommodation Working Group	Sub-group of the Temporary Accommodation Action Group established to strengthen partnership working between agencies supporting families living in temporary accommodation and develop practical solutions that improve outcomes for families living in temporary accommodation.	Multi-agency forum that brings together Brighton & Hove City Council, statutory, voluntary, community and faith sector partners	Quarterly

The Homelessness and Rough Sleeping Partnership Board will receive performance information linked to the Local Outcomes Framework, delivery updates from lead partners and progress reports on Action Plan implementation. The Board will provide a forum for strategic oversight, challenge and assurance regarding outcomes across partner organisations.

The Action Plan is underpinned by a partnership approach, recognising the equal and complementary contribution of both statutory and non-statutory partners in delivering shared objectives and improving outcomes for residents. The Homelessness and Rough Sleeping Working Group will support coordination across delivery partners, helping to minimise duplication and ensure activity is aligned across related work programmes.

5. How Partnerships Work Across Brighton & Hove

Preventing and reducing homelessness and rough sleeping requires coordinated action across housing, health, social care, children's services, criminal justice agencies, education providers and the voluntary, community, social enterprise and faith (VCSF) sectors. The city's partnership arrangements support prevention, early intervention, coordinated support and long-term system change. Further information on how these partnerships will work together to deliver the priorities, outcomes and actions set out in the Homelessness and Rough Sleeping Strategy 2025-2030 is provided in Section 8 of this Action Plan, including the delivery approach and activity that will be taken forward through partnership working.

5.1 Homelessness and rough sleeping partnerships

These partnerships provide strategic and operational leadership for the homelessness system.

Partnership	Role
Homelessness and Rough Sleeping Partnership Board	Strategic oversight of delivery of the Strategy, Action Plan and Local Outcomes Framework targets.
Homelessness and Rough Sleeping Network	Sector-wide collaboration and coordination across homelessness services.
Homelessness Operational Forum	Operational coordination, intelligence sharing and service improvement.
Young Homeless Working Group	Strategic oversight of youth homelessness, care leavers and young families.
Common Ambition	Lived experience, co-production and system improvement.
Temporary Accommodation Action Group	Cross-sector, collaborative, action-focused group driving positive change in temporary accommodation
Families in Temporary Accommodation Working Group	Sub-group of the Temporary Accommodation Action Group. Facilitates collaborative partnership working between agencies supporting families living in temporary accommodation and develops practical solutions, improving outcomes

Brighton & Hove Frontline Network	Frontline workers monthly meeting to share experiences, expertise and learnings to create better ways of working, greater insight and improved outcomes across frontline services

5.2 Health, safeguarding and Multiple Compound Needs partnerships

Many people experiencing homelessness have multiple compound needs which may include poor physical health, poor mental health, substance use, domestic abuse, safeguarding concerns or social exclusion. The following partnerships support integrated responses across these systems.

Partnership	Role
Health and Wellbeing Board	Strategic oversight of health inequalities, prevention and wellbeing outcomes
Multiple Compound Needs Transformation Programme Board	Oversees delivery of the city's Multiple Compound Needs transformation programme
Multiple Compound Needs Integrated Care team	Specialised joined-up approach to break cycles of exclusion and poor health
Multiple Compound Needs Strategic Sponsors Group (Sussex)	Provides senior-level leadership and oversight for system change relating to people experiencing multiple compound needs, ensuring partner agencies work together to improve outcomes and remove barriers
Multi Agency Homeless Health Meeting	Coordinates work between housing, homelessness and healthcare services
Mental Health Accommodation Group	Oversees delivery of the Mental Health and Housing Plan and accommodation pathways
Safeguarding Adults Board	Provides oversight of safeguarding arrangements affecting adults experiencing homelessness, rough sleeping and multiple disadvantage
Brighton & Hove Safeguarding Children Partnership	Provides oversight of safeguarding arrangements affecting children, young people and families experiencing homelessness

Combatting Drugs Partnership Board	Coordinates local action on drug-related harm, improving treatment and recovery outcomes, and delivers the objectives of the national drugs strategy
Refugee and Migrant Forum	Coordinates statutory and voluntary sector partners to coordinate support, improve access to services and address the needs of refugees, asylum seekers and migrants across the city

5.3 Prevention and early intervention partnerships

A core objective of the Strategy is to reach people before crisis occurs so that, through early intervention, we can prevent homelessness occurring in as many instances as possible within Brighton & Hove. This relies on joint working across public services and partner organisations across the city.

Partnership approach	Contribution
Duty to Refer	Moving Duty to Refer referrals further upstream than the statutory 56 days to allow greater time to achieve early intervention and prevention outcomes. A referral cannot be made without the person's consent. Specified public authorities are required to identify and refer a service user who is experiencing homelessness or may be threatened with homelessness, to a local housing authority of the service user's choice. The service user must consent to the referral being made. The consent can be made in writing or given orally. The person referring should follow the agreed processes set out in their agency's internal guidance. A person is considered homeless if: • they do not have any accommodation which is available for them which they have a legal right to occupy; or,

	• it is not reasonable for the person to occupy their current accommodation, for example, because they would be at risk of domestic abuse. Someone is defined as being threatened with homelessness where they are likely to become homeless within 56 days or have been served with a valid notice under section 21 of the Housing Act 1988 by their landlord, which expires within 56 days. Public authorities with a Duty to Refer: • prisons • young offender institutions • secure training centres • secure colleges • youth offending teams • probation services (including community rehabilitation companies) • Jobcentres • social service authorities (both adult and children's) • emergency departments • urgent treatment centres • hospitals in their function of providing inpatient care • Secretary of State for defence in relation to members of the regular armed forces Statutory obligation under the Homelessness Reduction Act 2017 (effective October 2018) requires specified public authorities in England to notify a local housing authority if they come across a service user they think is homeless or at risk of homelessness within 56 days.

	Brighton & Hove City Council is working closely with partners to move referrals as far upstream as possible (earlier than the statutory 56 days) to enable improved outcomes at the prevention and early intervention stage. It is aligned with the Homelessness and Rough Sleeping Strategy 2025-2030, Priority 1: Increase our effectiveness in preventing homelessness and rough sleeping and our commitment as a city to increase early intervention and prevention outcomes to achieve better person centred and trauma informed outcomes.
Duty to Refer training	Brighton & Hove City Council has already begun working with statutory and voluntary sector partners to strengthen understanding of Duty to Refer responsibilities, promote good practice and improve referral quality. This supports the council's ambition to identify housing need earlier and move prevention activity further upstream than the statutory 56-day threshold, increasing opportunities to prevent homelessness before crisis point. It recognises that successful outcomes for upstream early intervention and work will not only be achieved via public authorities with a Duty to Refer. Further information on our prevention and early intervention delivery is included in Section 8 of this Action Plan.
Co-location and integrated working	We commit to building on the success of co-location opportunities between housing services and partner organisations to support earlier identification of housing issues, improve access to advice and support, and strengthen joint working around households at risk of homelessness. This contributes to a more coordinated prevention approach and helps ensure residents receive support at the earliest opportunity whilst also upskilling team members in the housing services and partner organisations where co-location is occurring. Early findings are indicating that people who would not have been able to access support via existing routes are able to engage with support at ‘compulsory appointments’ including those experiencing domestic abuse who may otherwise not be alone to share their experience and seek support. Co-located and integrated working spans a range of partners across Brighton & Hove including the DWP / Job Centre and the Clock Tower Sanctuary which is a day centre for young people experiencing homelessness.

	Further information on our prevention and early intervention delivery is included in Section 8 of this Action Plan.
Ask and Act pilots	The council are working with partners to pilot Ask and Act approaches that encourage frontline staff to identify housing concerns during routine interactions and connect residents to support before homelessness occurs. An initial six-month pilot is underway with a GP surgery and community hub in Brighton & Hove. The approach taken and communications shared have been created in consultation with people with lived experience via Common Ambition who receive funding from Brighton & Hove City Council to enable lived and living experience to be centred in service design, delivery and iteration. This supports earlier intervention and prevention by meeting people where they are, in a safe space to share their situation, increases opportunities for prevention and helps embed homelessness prevention across a wider range of services whilst educating partner organisations about the ways that people may be at risk of or experiencing homelessness. We will be responding to findings throughout the six-month pilot and will refine, extend and expand dependent on seeing an increase in early intervention and prevention referrals via this pilot. Further information on our prevention and early intervention delivery is included in Section 8 of this Action Plan.
Temporary Accommodation Duty to Notify	Effective from September 2026, we have been undertaking Temporary Accommodation Duty to Notify as a city, recognising that is a legal requirement under the Children's Wellbeing and Schools Act 2026 for local housing authorities to notify schools, GP practices, and health visiting services when a child is placed in temporary accommodation. It requires parent or applicant consent before sharing details. It falls within our commitment to better coordinate health and education support for children experiencing homelessness across Brighton & Hove. It is aligned with the collaborative way of working with partners laid out in the Homelessness and Rough Sleeping Strategy 2025-2030 especially with the chapter on Children, Families and Young People, Priority 2: Improve temporary accommodation pathways and experiences and Priority 3: Improve joined-up support with our partners for people who most need help.

City Leadership Board	Strategic leadership across partner organisations, helping to coordinate a whole-system approach to addressing homelessness and rough sleeping and improving outcomes for residents. It aligns with the three priorities and chapter contained within the Homelessness and Rough Sleeping Strategy 2025-2030.
Housing, welfare and financial inclusion partnerships	Support households to sustain accommodation and reduce homelessness risk.
Children's services partnerships	Early identification of homelessness risks affecting children, families and care leavers.
Health and community partnerships	Support people whose physical health, mental health or wider vulnerability increases homelessness risk.
Voluntary and community sector partnerships	Improve access to support, advice and early intervention for groups who may not engage with statutory services.
Community Policing	Works with local partners and communities to identify and respond to issues that contribute to homelessness and rough sleeping, supporting safer communities and improved outcomes for vulnerable residents.
Business Crime Reduction Group	A business-led action group that works with Police and local authorities to prevent and reduce crime, anti-social behaviour, and disorder affecting local businesses.
Community Safety Partnerships	Connects statutory agencies and local partners to reduce crime, anti-social behaviour and vulnerability, supporting coordinated action to improve safety and wellbeing, including for people experiencing homelessness and rough sleeping.
Chamber of Commerce	Connects local businesses with citywide charities and support networks to address the rising numbers of people experiencing homelessness and rough sleeping
Core Cities Partnership	Connects major UK cities to share best practice, influence national policy and collaborate on solutions to common challenges, including homelessness, rough sleeping, housing and inequality.

5.4 Preventing homelessness at key transition points

We recognise that partnership arrangements are particularly important where people are moving between institutions, services or accommodation settings and may be at increased risk of homelessness. As a city, we are committed to improving data sharing to ensure that suitable accommodation and wraparound support can be provided in a timely way to prevent people experiencing homelessness.

Group	Local partnership arrangements
People leaving prison or probation services	Joint working between housing services, probation, supported accommodation providers and homelessness services to improve accommodation outcomes and reduce rough sleeping following release.
People leaving residential substance use treatment / Residential rehabilitation	Partnership working between housing services, treatment providers, public health and supported accommodation services to ensure housing needs are identified early, accommodation is secured where required and appropriate support is available to sustain recovery and prevent homelessness.
Young people leaving care	Corporate Parenting responsibilities supported through the Care Leavers Housing Protocol, Local Offer for Care Leavers and joint working between Housing and Children's Services.
Young people transitioning to adulthood	Arrangements between housing, children's services, education, health and support providers help ensure young people transitioning to adulthood receive coordinated support, appropriate accommodation and timely interventions to prevent homelessness and promote independence.
Hospital discharge	Joint working between housing services, NHS partners, homeless healthcare services and discharge teams to prevent discharge into homelessness or rough sleeping.
People discharged from inpatient mental health services	Joint working between housing services, Sussex Partnership NHS Foundation Trust, mental health accommodation pathways and community support services to prevent discharge into homelessness and ensure appropriate housing and support arrangements.
People leaving supported accommodation	Coordinated move-on planning and tenancy sustainment support to reduce repeat homelessness.

Refugees and people seeking asylum	Partnership working with specialist refugee and migration organisations to provide targeted advice, support and prevention interventions.
Survivors of domestic abuse	Coordinated support through housing, safeguarding, specialist domestic abuse services and wider Sussex partnership arrangements.

6. Specific Plans

6.1 B&B Elimination Plan

Based on current published evidence, 22% of temporary accommodation households (417 of 1,928) were accommodated in shared facilities, including bed and breakfast accommodation and hotels, at the end of 2024. There is currently no evidence of families routinely remaining in bed and breakfast accommodation beyond the statutory six-week limit. However, it remains an area of focus for the Brighton & Hove and the approach is detailed below.

The Council does not have a policy of routinely placing families in bed and breakfast accommodation and seeks to provide suitable alternative temporary accommodation wherever possible. We will continue to work with accommodation providers and housing partners to reduce the use of bed and breakfast accommodation for families, increase access to suitable alternative accommodation, and support timely move-on into settled housing.

Compliance with the six-week statutory limit and the use of bed and breakfast accommodation for families will be monitored regularly through homelessness performance reporting by the Homelessness and Rough Sleeping Working Group. Where monitoring identifies emerging risks, increasing use of bed and breakfast accommodation, or any evidence of families exceeding the statutory limit, further actions, including the development of a dedicated improvement or elimination plan, will be considered and implemented as required and will be escalated by the Working Group via the escalation process outlined in section 9.2.

Performance against the six-week limit for families placed in B&B accommodation is captured through our H-CLIC returns to government. H-CLIC temporary accommodation data is submitted and quality-assured quarterly, providing ongoing monitoring of the number of families remaining in B&B beyond six weeks and enabling performance and remedial action to be taken, tracked and monitored at a service level before being reported to the Working Group.

6.2 Long-Term Rough Sleeping Partnership Plan

The Long-Term Rough Sleeping Partnership Reduction Plan forms the primary delivery mechanism for Strategy Priority 3.3, which is to support people experiencing rough sleeping access services and accommodation and contributes directly to Priority 3.1, which is target support for people who are most vulnerable, and Priority 3.2, which is create integrated services for people with multiple compound needs. Delivery against the actions, outcomes and performance framework contained within the Partnership Plan will be reported through the Homelessness and Rough Sleeping Partnership Board and incorporated into Local Outcomes Framework reporting where relevant.

LONG-TERM ROUGH SLEEPING PARTNERSHIP PLAN

7. Suitability of Temporary Accommodation Policy

The Suitability of Temporary Accommodation Policy ensures suitability after assessment and addresses supply, procurement and allocation of accommodation. It forms the primary delivery mechanism for Strategy Priority 2 which is to improve temporary accommodation pathways and experiences. It aligns and contributes directly to Priority 2.1 improving move on from temporary accommodation into settled housing, and Priority 2.3 improving the supply and quality of temporary accommodation.

Reducing demand and improving move-on: The Council will seek to reduce demand for temporary accommodation through earlier homelessness prevention, tenancy sustainment and improved access to alternative housing options. Where temporary accommodation is required, we will work with households and partners to identify barriers to move-on, support access to social and private rented housing, and reduce avoidable lengths of stay. We will also continue to develop the supply of suitable accommodation and reduce reliance on costly emergency and spot-purchased placements.

Performance and monitoring: Progress will be monitored through regular performance reporting, including the number of families in B&B and any remaining beyond six weeks, the average length of stay in temporary accommodation, the cost and use of different accommodation types, the proportion of spot-purchased placements, suitability and quality issues, and successful move-ons into settled accommodation. Relevant temporary accommodation information will also be reported through quarterly H-CLIC returns.

Performance will be reviewed through the Homelessness and Rough Sleeping Working Group and reported quarterly to the Partnership Board, with remedial action and escalation where performance is off track.

The Suitability of Temporary Accommodation Policy includes the following areas of focus:

Safeguarding and welfare: Temporary accommodation arrangements which support statutory duties, including safeguarding and promoting the welfare of children, drawing on partner expertise where relevant.

Suitability in practice: The policy clearly sets out how decisions relating to the suitability of temporary accommodation will be made in a consistent way, taking account of quality, safety, location and household needs. This demonstrates how temporary accommodation supports in the delivery of Local Outcomes Framework targets.

Quality assurance and oversight: Partners can support ongoing quality and suitability through regular reviews, audits or checks to ensure accommodation remains safe, appropriate and responsive to changing needs. The Council, people with living experience and the temporary accommodation providers will complete a Quarterly Performance Report which includes KPIs. This aligns with the Procurement Act 2023 to ensure quality assurance and oversight.

Move-on and system flow: Effective use of temporary accommodation will support people to move on from temporary accommodation in a timely way whilst being careful to safeguard so that those leaving temporary accommodation do not experience rough sleeping again. This considered approach will reduce the length of stay in temporary accommodation and contribute to better value for money and prevention outcomes across the system.

SUITABILITY OF TEMPORARY ACCOMMODATION POLICY

8. Delivering the Priorities and Chapter within the Homelessness and Rough Sleeping Strategy

The following section sets out the approach partners will take to deliver each priority within the Homelessness and Rough Sleeping Strategy. It describes how services, organisations and communities will work together to achieve the outcomes set out within it. Detailed delivery actions, milestones and implementation arrangements will be maintained through collaborative partnership programmes of work and reviewed through the governance arrangements set out in Section 4.

8.1 Our Approach to Delivery:

The Homelessness and Rough Sleeping Strategy will be delivered through a collaborative partnership approach that reflects the complex and interconnected causes of homelessness. Housing insecurity is influenced by a range of factors, including health, mental health, substance use, domestic abuse, safeguarding concerns, poverty and social exclusion. Addressing these challenges requires coordinated action across housing, health, adult social care, children's services, criminal justice agencies, public health, education providers, the voluntary, community, faith and social enterprise (VCFSE) sector, and people with lived experience.

The Strategy is based on a shared commitment to prevention, early intervention and person-centred, trauma-informed support. We will work together to identify need earlier, improve access to services, develop more coordinated responses and create pathways that help residents achieve sustainable housing outcomes. Delivery will be embedded within existing partnerships, programmes and services, enabling organisations to align resources, expertise and activity towards shared objectives.

The council will provide strategic leadership, support partnership development and help drive collective action across the system. Delivery responsibility sits with partner organisations through collaborative programmes of work coordinated through the Homelessness and Rough Sleeping Working Group.

Progress will be reported to and scrutinised by the Homelessness and Rough Sleeping Partnership Board, which provides strategic oversight, challenge and escalation. Together, the Action Plan, Local Outcomes Framework and wider performance measures provide a shared framework for assessing progress and ensuring partners across the city remain focused on achieving the Strategy's ambitions.

Strengthening prevention and early intervention

Local evidence shows that more households are approaching the council once they are already experiencing homelessness than at the prevention stage. In 2024, 594 households approached for support while threatened with homelessness, compared with 1,230 households who approached after homelessness had already occurred. In response, partners will focus on identifying housing risks earlier and increasing referrals before crisis point. This includes strengthening Duty to Refer arrangements with statutory partners, delivering targeted Duty to Refer training, expanding co-location opportunities, piloting Ask and Act approaches, improving data sharing and intelligence-led identification of risk, and embedding homelessness prevention conversations within universal services such as health, education, employment and community-based support. Together, these activities will continue to move prevention

further upstream, increase the number of households receiving support before becoming homeless, and improve homelessness prevention outcomes.

Embedding Equality Impact Assessment Recommendations

The Homelessness and Rough Sleeping Strategy 2025-2030 is underpinned by a commitment to fairness, inclusion and reducing inequalities. The findings and recommendations of the Equality Impact Assessment (EIA) will be embedded throughout delivery of this Action Plan and considered across all priorities, programmes of work and partnership activity. This includes improving equality monitoring and data collection, strengthening understanding of the needs and experiences of different groups, and ensuring that services are designed and delivered in ways that are accessible, inclusive and responsive to diverse needs.

Delivery partners will work collaboratively to implement priority recommendations identified through the EIA, including strengthening support for children, families and young people, improving outcomes for Gypsy, Roma and Traveller communities, women, older people, people from Black, Mixed and Other ethnic groups, disabled people, and people experiencing multiple disadvantage. The council and its partners will use evidence, lived experience, needs assessments, service reviews and targeted pilot activity to identify and address inequalities, improve prevention and early intervention approaches, and ensure accommodation and support services meet a wide range of needs.

Progress will be monitored through equality performance reporting, analysis of outcomes for different groups, regular review of emerging evidence and oversight through the Homelessness and Rough Sleeping Working Group and Partnership Board. Where inequalities or barriers are identified, partners will agree and implement targeted actions, evaluate impact and scale successful approaches. This will help ensure that delivery of the Action Plan contributes to reducing inequalities and improving outcomes for all residents at risk of or experiencing homelessness.

Priority 1: Increase effectiveness in preventing homelessness and rough sleeping

We will take a whole-system approach to homelessness prevention, bringing together housing, health, employment, education, welfare and voluntary sector partners to identify risk earlier and intervene before people reach crisis point. We will continue to move prevention upstream by embedding housing conversations within universal and community services, improving access to support before homelessness occurs. We will measure success through increased early referrals, improved engagement with support

services, evidence of joint working across agencies, and improved homelessness prevention outcomes. We will build on the strong partnerships already established across the city, including with organisations such as the Department for Work and Pensions and Clock Tower Sanctuary, to provide coordinated support that meets the needs of residents at the earliest opportunity.

How we will measure progress:

- Number of Duty to Refer referrals
- % presenting at prevention duty stage
- % of duties owed where homelessness was prevented
- % of households placed in temporary accommodation
- Number of people sleeping rough on a single night

Local Outcome Framework Target(s):

- Success at preventing and relieving homelessness (%)
- Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)
- Households with children in temporary accommodation
- Number of people sleeping rough on a single night
- Number of people sleeping rough who are long-term
- Households with children in B&B over six weeks

Action	LOF Target(s) Supported	How the Action Contributes	Key Agencies
1.1 Early identification of risk and early intervention			
Develop and implement a multi-agency approach to identifying households at risk of homelessness through data	Success at preventing and relieving homelessness (%) Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Earlier identification enables preventative interventions before a housing crisis develops, increasing successful prevention outcomes and supporting people	Brighton & Hove Housing, NHS Sussex, Brighton & Hove Adult Social Care, Brighton & Hove Children's Services, DWP/Jobcentre Plus, commissioned homelessness services,

sharing, intelligence gathering and targeted early intervention		with complex needs before homelessness occurs	businesses, education, working group
• **Year 1:** Review existing data sources, identify opportunities for earlier intervention and develop a multi-agency approach to risk identification. • **Year 2:** Build on existing data sharing and intelligence-led approaches with key partners to improve predictive approaches and strengthen early identification of households at risk. • **Year 3:** Expand a coordinated partnership approach to data sharing and targeted early intervention across the city.			
Strengthen pathways with universal services to improve early identification, referral and support for households at risk of homelessness	Success at preventing and relieving homelessness (%) Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%) Households with children in temporary accommodation	Earlier referrals increase opportunities to sustain existing accommodation or secure alternative housing before temporary accommodation is required.	Brighton & Hove Housing, NHS Sussex, Primary Care, Hospitals, Jobcentre Plus, education providers, foodbanks, VCSE organisations, businesses, education, working group
• **Year 1:** Review referral pathways and increase awareness of homelessness prevention across universal services. • **Year 2:** Strengthen referral arrangements through training, co-location opportunities and targeted partnership initiatives. • **Year 3:** Embed consistent referral pathways and assess impact on prevention outcomes and early intervention.			
1.2 Support people to stay in their homes or find a new home			
Develop an integrated tenancy sustainment model bringing together housing, employment, welfare and financial inclusion support.	Households with children in temporary accommodation Success at preventing and relieving homelessness (%) Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Improves tenancy sustainment, reduces loss of accommodation and supports households to remain housed, reducing demand for temporary accommodation.	Brighton & Hove Housing, DWP/Jobcentre Plus, Citizens Advice, social landlords, Brighton & Hove Adult Social Care, employment and skills providers, working group

• **Year 1:** Map existing tenancy sustainment services and identify opportunities for integration. • **Year 2:** Implement a coordinated tenancy sustainment approach across key services and partners. Evaluate and iterate quarterly. • **Year 3:** Continue to use learnings to improve outcomes and reduce homelessness by embedding and expanding successful approaches.			
Increase access to suitable accommodation within the private rented sector and social housing.	Households with children in temporary accommodation Households with children in B&B over six weeks Success at preventing and relieving homelessness (%)	Expands housing options for households facing homelessness and supports move-on from temporary accommodation, reducing reliance on B&B placements.	Brighton & Hove Housing, Registered Providers, private landlords, lettings sector, resettlement services, working group
• **Year 1:** Review barriers to accessing accommodation and identify opportunities to increase housing options. Increase housing supply of suitable accommodation through procurement by Brighton & Hove City Council ensuring alignment with the Rough Sleeping Programme and Suitability of Temporary Accommodation Policy. • **Year 2:** Strengthen partnership working with landlords and housing providers and implement targeted initiatives. This will include quarterly performance reviews contract managed by the Temporary Accommodation team at Brighton & Hove City Council. • **Year 3:** Expand successful approaches and monitor impact, applying learnings to ensure an increase in successful homelessness prevention and move-on outcomes.			
Improve access to culturally appropriate homelessness information, advice and support for Black and Racially Minoritised communities, refugees and asylum seekers.	Success at preventing and relieving homelessness (%) Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Increases access to early support, reduces barriers to services and improves prevention outcomes for communities at increased risk of housing exclusion.	Brighton & Hove Housing, BMECP Centre, Migrant Help, Community Works, faith groups, VCSE sector, working group
• **Year 1:** Engage communities and partners to identify barriers and gaps in provision. • **Year 2:** Develop and deliver targeted information, advice and support initiatives. • **Year 3:** Embed good practice and evaluate effectiveness in improving access and outcomes.			
1.3 Targeted prevention for people at risk of rough sleeping			
Develop and implement a sustainable No First Night Out	People sleeping rough on a single night	Prevents first-time rough sleeping episodes and intervenes earlier	Brighton & Hove Housing, Outreach services,

approach for people at greatest risk of rough sleeping.	People sleeping rough who are long-term Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	with people at highest risk, reducing overall and repeat rough sleeping.	supported accommodation providers, health partners, Brighton & Hove Adult Social Care, Probation Service, working group
• **Year 1:** Review current arrangements and agree a sustainable No First Night Out model. • **Year 2:** Implement and refine the approach through partnership delivery. • **Year 3:** Embed the model and evaluate impact on rough sleeping prevention outcomes.			
Strengthen prevention pathways for people leaving institutions, care settings and supported accommodation.	People sleeping rough on a single night People sleeping rough who are long-term Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Reduces the number of people leaving institutional settings without accommodation and prevents transitions into rough sleeping and repeat homelessness.	Brighton & Hove Housing, Prisons, Probation, Hospitals, Brighton & Hove Adult Social Care, Brighton & Hove Children's Services, supported housing providers, working group
• **Year 1:** Review existing transition pathways and identify gaps and risks. • **Year 2:** Develop and implement strengthened multi-agency protocols and referral arrangements. • **Year 3:** Embed pathways and monitor effectiveness in preventing homelessness and rough sleeping.			

Priority 2: Improve temporary accommodation pathways and experiences

We will work with accommodation providers, housing partners, support services, the Temporary Accommodation Action Group, and the voluntary and community sector to create a more joined-up temporary accommodation system that focuses on stability, wellbeing and successful move-on to settled housing. Our approach will focus on understanding and responding to the diverse needs of households, improving the quality and suitability of accommodation, strengthening support during placements, and increasing access to sustainable housing options. Through closer partnership, person-centred and trauma-informed working, including Duty to Notify, we

will seek to reduce time spent in temporary accommodation, reduce the need to repeat experiences, and improve outcomes for residents.

How we will measure progress:

- Total number of people in temporary accommodation
- Average length of stay in temporary accommodation
- % of temporary accommodation spot purchased
- Successful move-ons per quarter

Local Outcome Framework Target(s):

- Households with children in temporary accommodation
- Households with children in B&B over six weeks
- Success at preventing and relieving homelessness (%)
- Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)

Action	LOF Target(s) Supported	How the Action Contributes	Key Agencies
2.1 Improve move on from temporary accommodation into settled housing			
Develop and implement bespoke move-on pathways from temporary accommodation into settled housing through partnership working with social housing providers and supported housing services.	Households with children in temporary accommodation Households with children in B&B over six weeks	Increases opportunities for planned move-on into settled housing, reducing the number of households remaining in temporary accommodation and reducing pressure on emergency accommodation.	Brighton & Hove Housing, Registered Providers, supported housing providers, Homes for Brighton & Hove partners, VCSE sector, working group
• **Year 1:** Map existing move-on routes and identify barriers to settled housing. • **Year 2:** Implement enhanced move-on pathways with housing providers and partners.			

• **Year 3:** Embed and evaluate pathways to improve housing outcomes and reduce temporary accommodation demand.			
Develop an intensive personalised move-on support offer for households in temporary accommodation, including housing advice, practical assistance and tenancy sustainment support.	Households with children in temporary accommodation Households with children in B&B over six weeks Success at preventing and relieving homelessness (%)	Removes barriers to accessing settled accommodation and supports households to sustain tenancies, increasing successful housing outcomes.	Brighton & Hove Housing, Registered Providers, Citizens Advice, commissioned support providers, DWP/Jobcentre Plus, working group
• **Year 1:** Design the support model and identify priority groups requiring additional assistance. • **Year 2:** Implement the support offer and monitor outcomes. • **Year 3:** Refine and embed the service based on evidence and resident feedback.			
2.2 Support people living in temporary accommodation			
Explore and develop floating support provision for people living in temporary accommodation to improve wellbeing, independence and readiness for move-on.	Households with children in temporary accommodation Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Supports households to maintain stability, address support needs and prepare for successful move-on into settled housing.	Brighton & Hove Housing, Commissioned support providers, Brighton & Hove Adult Social Care, VCSE organisations, health partners, working group
• **Year 1:** Assess need and explore options for floating support provision. • **Year 2:** Pilot or implement floating support for identified cohorts. • **Year 3:** Evaluate effectiveness and expand successful approaches where appropriate.			
Undertake a comprehensive assessment of the needs of households in temporary accommodation and use findings to inform service design and commissioning.	Households with children in temporary accommodation Households with children in B&B over six weeks	Improves understanding of need and enables development of targeted interventions that support move-on and reduce time spent in temporary accommodation.	Brighton & Hove Housing, Brighton & Hove Public Health, Adult Social Care, Children's Services, NHS Sussex, commissioned providers, working group
• **Year 1:** Complete a citywide needs assessment and use this to ensure that the service design and processes remain responsive and up-to-date. • **Year 2:** Take an iterative approach to findings to ensure that learnings are continually being applied and informing commissioning priorities.			

• **Year 3:** Continue to review progress and update priorities in response to emerging needs.			
2.3 Improve the supply and quality of temporary accommodation			
Develop and implement a temporary accommodation recovery plan to manage demand, improve financial sustainability and respond to changes in the housing market.	Households with children in temporary accommodation Households with children in B&B over six weeks	Supports a sustainable temporary accommodation system capable of meeting demand while reducing reliance on unsuitable accommodation.	Brighton & Hove Housing, Brighton & Hove Finance, Brighton & Hove Procurement, Registered Providers, accommodation providers, working group
• **Year 1:** Review demand, supply and financial pressures and develop a recovery plan. • **Year 2:** Implement agreed actions to improve sustainability and system flow. • **Year 3:** Evaluate progress and refresh the plan to respond to changing demand.			
Deliver a temporary accommodation acquisitions strategy to increase supply, improve quality and support long-term sustainability of provision.	Households with children in temporary accommodation Households with children in B&B over six weeks	Increases availability of suitable accommodation and reduces reliance on costly emergency placements and B&B use.	Brighton & Hove Housing, Brighton & Hove Procurement, Property Services, accommodation providers, Registered Providers, working group
• **Year 1:** Identify acquisition opportunities and agree delivery priorities. • **Year 2:** Increase supply through acquisitions and partnership opportunities. • **Year 3:** Consolidate and evaluate impact on quality, availability and cost effectiveness.			
Develop and publish contractual quality standards for interim and temporary accommodation.	Households with children in temporary accommodation Households with children in B&B over six weeks	Improves quality, consistency and suitability of temporary accommodation provision for households.	Brighton & Hove Housing, Brighton & Hove Procurement, accommodation providers, Brighton & Hove Public Health, working group
• **Year 1:** Co-produce quality standards with residents, providers and partners which will be included in a Temporary Accommodation Charter. • **Year 2:** Implement standards through procurement and contract management arrangements. • **Year 3:** Ongoing compliance monitoring through quarterly performance reviews and continuously improve standards based on learning and feedback.			

Strengthen temporary accommodation supply through partnership working with private landlords, Registered Providers and the voluntary, community and social enterprise sector.	Households with children in temporary accommodation Households with children in B&B over six weeks Success at preventing and relieving homelessness (%)	Expands access to accommodation options, reduces placement pressures and creates additional pathways into settled housing.	Brighton & Hove Housing, Registered Providers, private landlords, Community Works, VCSE organisations, working group
• **Year 1:** Using data, identify key opportunities to increase accommodation supply across Brighton & Hove aligned with the commitment to move suitable households back into the city who are currently living in 'out of area' accommodation. • **Year 2:** Develop and implement partnership initiatives to expand provision. • **Year 3:** Continue to review provision and how this sits alongside other accommodation provision to ensure that people experiencing homelessness move from temporary accommodation to settled accommodation options in a supported way.			

Priority 3: Improve joined-up support with partners for people who most need help

We will strengthen collaboration across housing, health, social care, criminal justice, voluntary sector and community services to provide more integrated support for people experiencing homelessness and multiple disadvantage. Through shared planning, improved coordination, and a greater focus on partnership delivery, we will ensure residents receive support that reflects their individual circumstances and needs.

We will work alongside people with lived experience and partner organisations to address inequalities, improve access to services and develop more effective responses for those facing the greatest barriers to housing stability and recovery. We will develop support pathways that follow the individual across services, creating a more coordinated and less fragmented journey, reducing the need for people to repeatedly recount their experiences, and promoting trauma-informed, person-centred support.

How we will measure progress:

- Households with accommodation secured at end of prevention/relief duty for households also experiencing at least two areas of overlapping disadvantage

- Number of households unable to be supported at domestic abuse safe accommodations due to being unable to meet additional needs.
- % of people with multiple compound needs achieving positive outcomes across at least 3 domains (housing, health, criminal justice, substance use) at 12 months
- Number of people sleeping rough over the month who are long term

Local Outcome Framework Target(s):

- Success at preventing and relieving homelessness (%)
- Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)
- People sleeping rough who are long-term
- Households with children in temporary accommodation
- People sleeping rough on a single night

Action	LOF Target(s) Supported	How the Action Contributes	Key Agencies
3.1 Target support for people who are most vulnerable			
Develop and implement multi-agency pathways and protocols for priority groups at increased risk of homelessness.	Success at preventing and relieving homelessness (%) Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Improves coordination between services, enabling earlier support and reducing the likelihood of homelessness amongst vulnerable groups.	Brighton & Hove Housing, Brighton & Hove Children's Services, Adult Social Care, NHS Sussex, Domestic Abuse Services, Refugee and Migrant Services, VCSE partners, working group
• **Year 1:** Review existing pathways and identify gaps for priority groups. • **Year 2:** Develop and implement agreed pathways and protocols. • **Year 3:** Embed and evaluate effectiveness in improving outcomes.			
Develop a Supported Housing Strategy and prepare for implementation of new	Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Improves access to quality supported accommodation and strengthens pathways for residents with ongoing support needs.	Brighton & Hove Housing, Supported housing providers, Adult Social Care, NHS Sussex,

supported housing standards.	People sleeping rough who are long-term		Registered Providers, working group
• **Year 1:** Develop the Supported Housing Strategy and assess readiness for new requirements. • **Year 2:** Begin implementation and support providers to prepare for changes. • **Year 3:** Embed the strategy and monitor compliance and outcomes.			
Improve housing options and accommodation pathways for survivors of domestic abuse.	Success at preventing and relieving homelessness (%) Households with children in temporary accommodation	Provides safer housing solutions and reduces homelessness resulting from domestic abuse.	Brighton & Hove Housing, Safe in Sussex, Domestic Abuse Services, Children's Services, Registered Providers, working group
• **Year 1:** Review current pathways and identify opportunities for improvement working with organisations supporting people with lived and living experience. • **Year 2:** Strengthen accommodation options and support arrangements in collaboration with organisations supporting people with lived and living experience . • **Year 3:** Continue to improvements and evaluate impact on housing outcomes and improved outcomes for domestic abuse survivors.			
Work with partners to reduce health inequalities experienced by people at risk of or experiencing homelessness.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%) People sleeping rough who are long-term	Improves access to healthcare and support, helping people sustain accommodation and address barriers contributing to repeated homelessness.	Brighton & Hove Public Health, NHS Sussex, Brighton & Hove Housing, Sussex Partnership NHS Foundation Trust, VCSE providers, working group
• **Year 1:** Identify priority health inequalities and opportunities for joint action. • **Year 2:** Deliver targeted partnership initiatives to improve access and outcomes. • **Year 3:** Evaluate impact and embed successful approaches.			
3.2 Create integrated services for people with multiple compound needs			
Establish and embed the Homelessness and Multiple Compound Needs Partnership to improve coordination between	Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Improves coordination around individuals with complex needs, helping prevent homelessness and support sustained recovery from rough sleeping.	Brighton & Hove Housing, NHS Sussex, Sussex Partnership NHS Foundation Trust, Adult Social Care, VCSE sector, working group

housing, health and support services.	People sleeping rough on a single night People sleeping rough who are long-term		
• **Year 1:** Establish governance arrangements and agree priorities. • **Year 2:** Implement coordinated approaches to service delivery and information sharing. • **Year 3:** Embed partnership working and evaluate outcomes.			
Embed co-production with people with lived experience in the design, commissioning and review of homelessness services.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Ensures services are better tailored to need, supporting improved engagement and outcomes.	Individuals with lived experience, Common Ambition, Brighton & Hove Housing, VCSE organisations, commissioned providers, working group
• **Year 1:** Review existing co-production arrangements and identify opportunities for expansion. • **Year 2:** Embed lived experience across service design, commissioning and review processes. • **Year 3:** Demonstrate impact and strengthen participation opportunities.			
Develop and implement a joint protocol for people experiencing co-occurring mental health and substance use needs.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%) People sleeping rough who are long-term	Improves access to coordinated care and reduces barriers that contribute to recurrent homelessness and rough sleeping.	NHS Sussex, Brighton & Hove Housing, Sussex Partnership NHS Foundation Trust, Change Grow Live, Brighton & Hove Adult Social Care, working group
• **Year 1:** Develop a shared protocol with key partners. • **Year 2:** Implement the protocol and provide workforce development. • **Year 3:** Review effectiveness and refine pathways as needed.			
Work collaboratively to develop an integrated homeless healthcare hub model.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%) People sleeping rough who are long-term	Improves access to healthcare for people experiencing homelessness and supports earlier and more effective interventions.	NHS Sussex, Brighton & Hove Housing, Brighton & Hove Public Health, VCSE providers, healthcare partners, working group

• **Year 1:** Develop the model and assess delivery options. • **Year 2:** Pilot or implement the healthcare hub approach. • **Year 3:** Evaluate outcomes and agree future expansion or sustainability arrangements.			
3.3 Support people experiencing rough sleeping to access			
Review and recommission Housing First provision to improve housing and support outcomes for people with complex needs.	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 (%)	Provides stable housing and intensive support for people with the most complex needs, reducing repeat and entrenched rough sleeping.	Brighton & Hove Housing, Registered Providers, commissioned support providers, NHS Sussex, Adult Social Care, working group
• **Year 1:** Review existing provision and undertake recommissioning activity. • **Year 2:** Implement the revised Housing First model. • **Year 3:** Evaluate outcomes and identify future development opportunities.			
Enhance support for people returning to rough sleeping, including use of data and targeted prevention approaches.	People sleeping rough on a single night People sleeping rough who are long-term	Enables earlier intervention for people at risk of repeat rough sleeping and supports sustained exits from the street.	Brighton & Hove Housing, Outreach services, commissioned homelessness providers, health partners, working group
• **Year 1:** Improve understanding of repeat rough sleeping and associated risks. • **Year 2:** Introduce targeted interventions and prevention approaches. • **Year 3:** Embed data-led prevention activity and review effectiveness.			
Review and redesign day centre provision to meet a wider range of needs and improve sustainability.	People sleeping rough on a single night People sleeping rough who are long-term	Strengthens access to support, advice and engagement services for people experiencing homelessness and rough sleeping.	Brighton & Hove Housing, Day centres, VCSE sector, Public Health, NHS Sussex, working group
• **Year 1:** Undertake a review of current provision and future need. • **Year 2:** Implement redesigned provision and strengthen partnerships. • **Year 3:** Evaluate delivery model and make further improvements where required.			

Develop and enhance housing and support offers for people experiencing long-term rough sleeping.	People sleeping rough who are long-term People sleeping rough on a single night	Provides targeted accommodation and support pathways for those with the most entrenched experiences of rough sleeping.	Brighton & Hove Housing, Registered Providers, Adult Social Care, NHS Sussex, commissioned providers, working group
• **Year 1:** Review existing accommodation and support offers. • **Year 2:** Develop enhanced pathways and targeted support. • **Year 3:** Embed and monitor effectiveness in reducing long-term rough sleeping.			
Pilot a multidisciplinary in-reach support model to inform the future supported housing pathway.	People sleeping rough who are long-term Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Improves engagement with residents in supported housing, prevents tenancy breakdown and supports successful move-on and recovery.	Brighton & Hove Housing NHS Sussex, Adult Social Care, support providers, VCSE organisations, working group
• **Year 1:** Design and establish the pilot model. • **Year 2:** Deliver the pilot and gather evidence of impact. • **Year 3:** Evaluate findings and incorporate learning into future supported housing pathways.			

Chapter: Tackle homelessness in children, families and young people

The needs of children, families and young people will be centred and embedded across delivery of all Strategy priorities. Partners will work together to promote early intervention, improve stability and reduce the impact of homelessness on children's and young people's wellbeing, education and development, including pilots supporting families in temporary accommodation. Through coordinated support and a focus on positive long-term outcomes, we will seek to ensure that children, young people and families receive the support they need to access and sustain safe and suitable housing.

How we will measure progress:

- Number of 16–24-year-olds owed a relief duty
- Number of households with children in temporary accommodation

- Number of children (0-17) in temporary accommodation
- Number of families in B&B over 6 weeks
- % of care leavers in suitable accommodation
- Number of people sleeping rough under 25 and care leaver

Local Outcome Framework Target(s):

- Success at preventing and relieving homelessness (%)
- Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)
- Households with children in temporary accommodation
- Households with children in B&B over six weeks
- People sleeping rough on a single night

Action	LOF Target(s) Supported	How the Action Contributes	Key Agencies
Priority 1: Increase our effectiveness in preventing homelessness and rough sleeping			
Increase early identification of children, families and young people at risk of homelessness through Family Hubs, schools, Early Help and other universal services.	Success at preventing and relieving homelessness (%) Households with children in temporary accommodation	Earlier identification creates opportunities for intervention before homelessness occurs and reduces future demand for temporary accommodation.	Brighton & Hove Housing, Schools, Family Hubs, Early Help, Health Visitors, Youth Services, VCSE organisations, working group
• **Year 1:** Review existing identification and referral pathways and strengthen awareness of housing risk indicators across universal services. • **Year 2:** Implement enhanced referral pathways and training to support earlier identification and intervention. • **Year 3:** Embed homelessness prevention within routine practice across partner services and evaluate impact on early intervention outcomes.			
Improve the collection, sharing and use of data to better understand need,	Success at preventing and relieving homelessness (%)	Supports evidence-based targeting of prevention activity and	Brighton & Hove Housing, Families, Children & Learning, Public Health, NHS Sussex,

target support and evaluate outcomes.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	improves understanding of vulnerable cohorts.	schools, VCSE organisations, working group
• **Year 1:** Review available data sources and develop a framework for improving intelligence and performance monitoring. • **Year 2:** Pilot enhanced data-sharing arrangements and use findings to target prevention activity. • **Year 3:** Embed data-informed partnership planning and use outcome data to refine interventions and resource allocation.			
Develop a family intervention and mediation offer for young people at risk of homelessness.	Success at preventing and relieving homelessness (%) Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Prevents family breakdown leading to homelessness and supports young people to remain safely within family networks where appropriate.	Brighton & Hove Housing, Youth Services, Housing Services, VCSE organisations, working group
• **Year 1:** Review existing family support and mediation provision and identify gaps. • **Year 2:** Develop and implement a coordinated family intervention and mediation offer. • **Year 3:** Embed the offer and evaluate its effectiveness in preventing family breakdown and homelessness.			
Deliver targeted prevention for young people at risk of rough sleeping, including emergency accommodation, outreach, advice and advocacy.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%) People sleeping rough on a single night	Provides early support and accommodation options for young people at risk of sleeping rough.	Brighton & Hove Housing, Youth Services, YMCA DownsLink Group, outreach providers, Children's Services, VCSE organisations, working group
• **Year 1:** Review existing support pathways and identify young people most at risk of rough sleeping. • **Year 2:** Strengthen targeted prevention, outreach and accommodation responses for identified cohorts. • **Year 3:** Embed effective approaches and evaluate impact on youth rough sleeping prevention.			
Priority 2: Improve temporary accommodation pathways and experiences			
Support children, families and young people living in temporary	Households with children in temporary accommodation	Reduces the negative impact of temporary accommodation and	Brighton & Hove Housing, Schools, NHS Sussex, Family Hubs, Children's Services, VCSE

accommodation to maintain access to education, healthcare, support networks and community connections.		supports stability while households await settled housing.	organisations, higher education, working group
• **Year 1:** Review barriers to accessing key services and identify opportunities to improve support. • **Year 2:** Implement coordinated arrangements with partner agencies to reduce disruption and improve access. • **Year 3:** Embed partnership approaches and monitor impacts on family wellbeing and stability.			
Improve standards and outcomes for children and families living in temporary accommodation.	Households with children in temporary accommodation Households with children in B&B over six weeks	Improves the suitability and quality of accommodation used for families with children.	Brighton & Hove Housing, Temporary accommodation providers, Brighton & Hove Public Health, Brighton & Hove Children's Services, VCSE organisations, working group
• **Year 1:** Assess current experiences and identify opportunities to improve quality and outcomes. • **Year 2:** Implement service improvements and strengthen monitoring of family outcomes. • **Year 3:** Embed quality improvements and use feedback to drive continuous improvement.			
Minimise the use of B&B, non-self-contained accommodation and out-of-area placements for families with children.	Households with children in B&B over six weeks Households with children in temporary accommodation	Reduces reliance on unsuitable accommodation and improves outcomes for families.	Brighton & Hove Housing, Accommodation providers, Registered Providers, working group
• **Year 1:** Review current use of accommodation types and identify opportunities to reduce reliance on unsuitable placements. • **Year 2:** Implement actions to increase suitable accommodation options and reduce use of B&B and out-of-area placements. • **Year 3:** Sustain reductions and monitor outcomes for families and children.			
Support families with children and young people to move from temporary accommodation into secure and settled housing.	Households with children in temporary accommodation Households with children in B&B over six weeks	Increases move-on into settled housing and reduces time spent in temporary accommodation.	Brighton & Hove Housing, Registered Providers, support providers, DWP/Jobcentre Plus, VCSE organisations, working group
• **Year 1:** Review barriers to move-on and identify priority actions to improve housing pathways. • **Year 2:** Strengthen move-on support and partnership working to increase access to settled accommodation.			

• **Year 3:** Embed effective move-on pathways and evaluate impacts on length of stay in temporary accommodation.			
Develop tailored accommodation and support pathways for vulnerable young people.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%) People sleeping rough on a single night	Ensures vulnerable young people receive accommodation and support suited to their needs and circumstances.	Brighton & Hove Housing, Brighton & Hove Care Leaver Service, Youth Services, supported housing providers, VCSE organisations, working group
• **Year 1:** Review current provision and assess gaps in accommodation and support pathways. • **Year 2:** Develop and implement tailored pathways for vulnerable young people. • **Year 3:** Embed pathways and evaluate housing stability and support outcomes.			
Priority 3: Improve joined-up support with our partners for people who most need help			
Ensure children, families and young people experiencing homelessness receive coordinated multi-agency protection and support.	Success at preventing and relieving homelessness (%) Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Improves service coordination and ensures needs are identified and addressed at the earliest opportunity.	Brighton & Hove Housing, NHS Sussex, schools, Early Help, VCSE organisations, working group
• **Year 1:** Review existing multi-agency arrangements and identify opportunities for improved coordination. • **Year 2:** Implement strengthened partnership protocols and information-sharing arrangements. • **Year 3:** Embed coordinated multi-agency practice and evaluate impacts on outcomes for children and families.			
Support care experienced young people and other vulnerable young people to sustain accommodation and tenancies.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%) People sleeping rough on a single night	Reduces tenancy breakdown and homelessness amongst young people leaving care and other vulnerable groups.	Brighton & Hove Housing, Brighton & Hove Care Leaver Service, Housing Services, supported housing providers, VCSE organisations, working group
• **Year 1:** Review existing support arrangements and identify risks to tenancy sustainment. • **Year 2:** Strengthen tenancy support and transition planning for vulnerable young people. • **Year 3:** Embed preventative support and evaluate impacts on tenancy sustainment and homelessness prevention.			

Strengthen support for vulnerable children and young people through a multi-agency 'Team Around Me' approach.	Success at preventing and relieving homelessness for those experiencing multiple disadvantage (%)	Provides coordinated support to address multiple and interconnected needs that increase vulnerability to homelessness.	Brighton & Hove Housing, NHS Sussex, schools, Youth Services, VCSE organisations, businesses, working group
• **Year 1:** Establish a shared model and agree priority cohorts and referral arrangements. • **Year 2:** Implement and expand the Team Around Me approach across partner agencies. • **Year 3:** Embed collaborative working and evaluate outcomes for children and young people with multiple needs.			

Delivery of the Homelessness and Rough Sleeping Action Plan is a partnership responsibility, with actions being taken forward collectively by organisations across housing, health, social care, criminal justice, education, and the voluntary, community and social enterprise sectors. The Action Plan reflects a shared commitment to delivering the priorities and outcomes set out in the Homelessness and Rough Sleeping Strategy.

The Homelessness and Rough Sleeping Working Group is responsible for overseeing delivery of the Action Plan on behalf of the partnership. This includes coordinating activity across partner organisations, monitoring progress against actions and outcomes, identifying risks and barriers, and ensuring that delivery remains aligned with the strategic priorities of the Strategy. The Chair of the Working Group coordinates monthly meetings and escalates to the Director and Corporate Director of Housing People Services alongside any actions required by the Partnership Board on occasions where mitigations are not proving to be successful and risks remain.

8.2 Local partnership work to reduce homelessness for particular groups, including people leaving public institutions

Groups	Joint Working Approaches
Prisons and Probation	Strengthen multi-agency working between housing, probation, prisons, residential rehabilitation services, supported accommodation providers and homelessness services to identify risk early, coordinate pre-release planning, provide targeted accommodation and support where needed, and improve housing outcomes following release.

Young People Leaving Care	Corporate Parenting responsibilities supported through the Care Leavers Housing Protocol, Local Offer for Care Leavers and joint working between Housing and Children's Services. Strengthen the housing and tenancy sustainment pathway for care-experienced young people, ensuring they are actively involved in planning for their move and that suitable accommodation and support needs are identified before leaving care. All care-experienced young people moving into general needs council housing will be offered proactive tenancy sustainment support to help them settle successfully.
Hospital and Health	Partnership working between housing services, NHS partners, homeless healthcare services, hospital discharge teams, mental health services, treatment providers, residential rehabilitation services, public health and supported accommodation/housing services. This will help to identify housing needs early, prevent discharge into homelessness or rough sleeping, secure appropriate accommodation, and ensure individuals receive the support needed to sustain recovery, maintain wellbeing, and prevent homelessness.
Asylum	Partnership working with specialist refugee and migration organisations to provide targeted advice, support and prevention interventions.
Veterans	There is no dedicated veterans' pathway due to the relatively low number of veterans accessing the service. Veterans are supported through the standard homelessness pathway, with individual circumstances and any specific support needs related to their veteran status identified and considered as part of assessment and support planning. This is something that we will be reviewing.

Delivery of these pathways is supported by a range of accommodation and support services, including supported housing, residential rehabilitation and specialist homelessness provision.

8.3 Role of Lived Experience:

The Homelessness and Rough Sleeping Strategy was developed through collaboration and co-creation with people with lived experience of homelessness and rough sleeping, helping to shape the priorities and commitments set out within the Strategy. As delivery progresses, this lived experience will continue as a vital thread informing service improvement and detailed delivery plans that are agile and iterative. This will help ensure that partnership activity remains focused on improving both outcomes and experiences for residents accessing homelessness and rough sleeping services.

The value of lived experience is already reflected in delivery activity. Individuals with lived experience helped shape the Ask and Act pilot guidance and supporting leaflets and provided feedback that led to refinements to the pilot approach for early intervention and prevention. Lived and living experience is highly valued expertise which ensures approaches are accessible, relevant and responsive to the needs of those they are intended to support. This approach will continue throughout all workstreams committed to delivering against the Action Plan and builds on the lived and living experience which informed the Homelessness and Rough Sleeping Strategy 2025-2030 for Brighton & Hove.

The Partnership Board includes people with lived experience, strengthening governance and ensuring that strategic oversight is informed by those with direct experience of homelessness and rough sleeping.

9. Risks and Dependencies

9.1 Risks

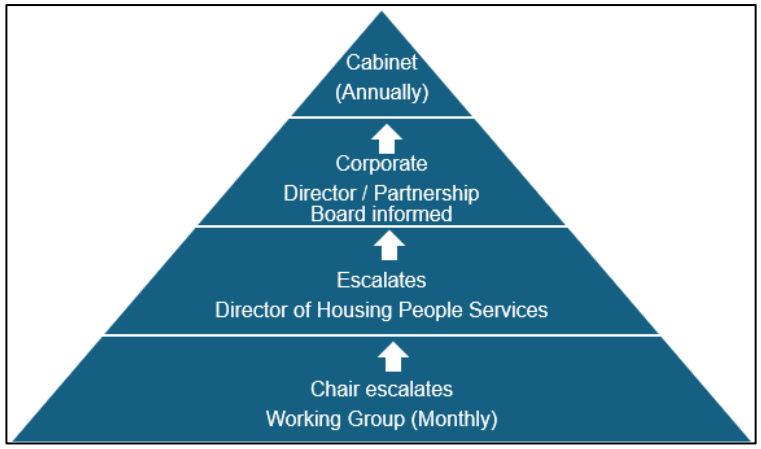
Delivery of the Action Plan may be impacted by a range of factors, including financial pressures, changes in national policy and legislation, increasing demand for homelessness and housing support services, and wider economic conditions affecting housing affordability and access to accommodation. Progress also relies on effective partnership working across multiple agencies, the availability of appropriate staffing and resources, and the ability to respond to emerging local needs and priorities. Risks will be monitored through existing governance arrangements, with mitigating actions identified where delivery issues arise.

The Working Group will be responsible for identifying, monitoring and managing risks to delivery, escalating significant issues where required through the agreed governance arrangements. Mitigating actions will be identified and progress monitored where delivery issues arise.

Risk	Category	Mitigation	Owner
Increased demand for homeless services exceeding available capacity, reducing ability to deliver action plan objectives	Operational	Regular demand forecasting; review of service models; prioritisation of prevention activity; monitoring of pressures through performance reporting	Working Group
Rising complexity of needs among people experiencing homelessness, including mental health, substance use and multiple disadvantage, limits effectiveness of interventions	Operational	Develop integrated pathways; strengthening of partnership working; promotion of trauma-informed approaches; targeted support for complex cases	Working Group
Data sharing and information governance challenges preventing effective partnership working and coordinated interventions	Operational	Data-sharing agreements; staff training; regular review of information-sharing processes	Working Group
Insufficient temporary accommodation supported housing and move-on accommodation available to meet demand.	Operational	Improve supply and access to private rented sector options; develop accommodation pathways; strengthen move-on arrangements; maximise use of available stock.	Working Group
Key partners are unable to commit sufficient resources or engagement to deliver agreed actions.	Operational	Clear accountability and reporting arrangements; regular partnership meetings; escalation through governance structures where delivery issues arise.	Working Group Partnership Board

9.2 Escalation and Reporting

The Homelessness and Rough Sleeping Working Group, who meet monthly, is responsible for coordinating delivery, monitoring progress, and identifying risks and barriers to delivery. Where issues cannot be resolved at Working Group level, the Chair will escalate these in the first instance to the Director of Housing People Services, who will escalate to the Corporate Director, Homes and Adult Social Care, and inform the Partnership Board. Progress against the Action Plan and Strategy outcomes will be reported annually to Brighton & Hove City Council Cabinet.



Escalation and Reporting Diagram

9.3 Dependencies

Delivery of some actions is dependent on the availability of suitable accommodation, support services, funding, and wider system capacity. These dependencies are recognised within the relevant programmes of work, which will seek to maximise available resources, develop capacity, and respond to changes in demand and supply.

10. Vulnerable Groups, Stakeholders and Lived Experience

The Homelessness and Rough Sleeping Strategy recognises that homelessness does not affect all residents equally. Some groups are disproportionately represented amongst people experiencing homelessness, rough sleeping and temporary accommodation, while others may face additional barriers to accessing support or experience forms of homelessness that are less visible within statutory services and data.

Understanding these experiences is essential to delivering the Strategy's commitment to be fair and inclusive. The council and its partners will continue to use evidence, engagement and lived experience to improve services, address inequalities and ensure that support is accessible and responsive to the needs of Brighton & Hove's diverse communities.

10.1 Priority groups and areas of focus

Children, families and young people

Children and young people are significantly overrepresented amongst the city's homeless population. The Strategy includes a dedicated chapter focused on children, families and young people, recognising the long-term impact homelessness can have on health, education, wellbeing and future life opportunities.

Key areas of focus include:

- reducing family homelessness;
- reducing the number of households with children in temporary accommodation;
- eliminating the use of bed and breakfast accommodation beyond statutory limits;
- improving outcomes for care leavers;
- strengthening support for young people at risk of homelessness.

People experiencing multiple compound needs

Many people experiencing homelessness face a combination of challenges, including poor physical or mental health, substance use, domestic abuse, trauma, social exclusion and contact with the criminal justice system. The Strategy supports partnership approaches through the Health and Wellbeing Board, Multiple Compound Needs Transformation Programme, Multiple Compound Needs Strategic Sponsors Group (Sussex) and integrated housing, health and care pathways.

Key areas of focus include:

- coordinated multidisciplinary support;
- trauma-informed approaches;
- reducing repeat homelessness;
- reducing long-term rough sleeping;
- improving housing, health and wellbeing outcomes.

People experiencing rough sleeping

People experiencing rough sleeping often experience some of the poorest outcomes across the homelessness system and are disproportionately affected by poor health, social isolation, trauma and multiple disadvantage.

Priority areas include:

- preventing rough sleeping before it becomes entrenched;

- reducing long-term rough sleeping;
- improving access to accommodation and support;
- improving access to healthcare and specialist services;
- strengthening move-on opportunities.

Women experiencing homelessness

Women's experiences of homelessness are often less visible. Women may be more likely to experience hidden homelessness, including sofa surfing, staying in unsafe relationships, temporary arrangements with friends or family, or homelessness linked to domestic abuse.

Evidence from local partners suggests that women can be under-represented within traditional rough sleeping data despite experiencing significant housing insecurity and multiple disadvantage.

The Strategy recognises the importance of:

- improving understanding of hidden homelessness;
- ensuring services are safe, accessible and responsive to women's experiences;
- strengthening links with domestic abuse services;
- embedding trauma-informed approaches across the homelessness system;
- improving understanding of homelessness experienced by women who may not engage with traditional homelessness services.

Refugees, people seeking asylum and migrant communities

The Strategy recognises that refugees and people seeking asylum can face particular housing challenges, including navigating housing systems, accessing advice and support during periods of transition, and overcoming language and cultural barriers.

The Action Plan includes a commitment to provide targeted and culturally appropriate housing advice and homelessness prevention support.

People from Black and Racially Minoritised communities

The Strategy identifies that some Black and Racially Minoritised communities are disproportionately represented within temporary accommodation and may experience barriers to accessing services and support. The council and its partners will continue to improve understanding of these experiences and work to ensure homelessness services are inclusive, equitable and culturally competent.

Disabled people and people with long-term health conditions
People experiencing poor physical health, mental ill health, neurodiversity, learning disabilities or other long-term conditions are disproportionately represented amongst people experiencing homelessness. The Strategy supports stronger integration between housing, health and care services to improve outcomes and reduce barriers to accessing suitable accommodation and support.

LGBTQ+ communities
Evidence gathered through engagement highlighted the importance of ensuring that services are welcoming, inclusive and responsive to LGBTQ+ residents, particularly young people who may be at increased risk of family breakdown and homelessness.

Older people at risk of experiencing homelessness
The Strategy identified the need for further work to better understand the housing and support needs of people aged 55 and over who are experiencing or at risk of homelessness. This will include improving understanding of pathways into homelessness, prevention opportunities and support requirements.

Gypsy, Roma and Traveller communities
Further work is required to better understand homelessness, housing insecurity and accommodation needs experienced by Gypsy, Roma and Traveller communities and to ensure services are accessible and responsive. As a city, Brighton & Hove has a dedicated site for Gypsy, Roma and Traveller communities.

People living in temporary accommodation
The Strategy identifies people living in temporary accommodation as a priority group for further engagement and evidence gathering, particularly households with children. Understanding residents' experiences will help shape future improvements to temporary accommodation pathways, support services and move-on arrangements. Pilots will be undertaken to ensure that lived experience is centred.

10.2 Stakeholders engaged in developing the Strategy
Development of the Strategy was informed by a broad range of stakeholders from across the city.

Key contributors included:

- Housing services;
- Children's Services;
- Adult Social Care;
- Public Health;
- NHS commissioners and healthcare providers;
- the Homelessness and Rough Sleeping Network;
- homelessness and rough sleeping service providers;
- voluntary, community and social enterprise organisations;
- Common Ambition;
- Justlife;
- people with lived experience of homelessness;
- residents and community organisations participating through public consultation;
- Homeless Operational Forum;
- Brighton & Hove Frontline Network;
- Young Homeless Working Group

Formal consultation on the draft Strategy took place between 8 September and 26 October 2025 and generated 154 responses, comprising 132 responses from individual residents and 22 responses from organisations.

10.3 Lived experience and co-production

People with lived experience have played a central role in shaping the Homelessness and Rough Sleeping Strategy and continue to play an important role in delivery of its priorities. Through Common Ambition, Justlife and other engagement activities, people with lived experience contributed evidence to the homelessness review, informed strategic priorities and helped identify opportunities for improving services and pathways.

Common Ambition's work has been influential in strengthening co-production across the homelessness system. Its six-stage Housing Pathway Map has informed understanding of how people experience homelessness services and has contributed to wider service improvement activity, including the Long-Term Rough Sleeping Partnership Plan.

Here for You research which was published through a collaborative partnership between YMCA DownsLink Group, Sussex Nightstop

and the Clock Tower Sanctuary highlighted the obstacles young people experiencing homelessness face. The findings informed the Homelessness and Rough Sleeping Strategy and continue to play an active role in centring young people with lived experience to prevent them from falling through gaps in the system and shape the Action Plan to meet their needs.

The council and its partners are committed to embedding lived experience throughout implementation of the Strategy and Action Plan. This includes continued involvement through Common Ambition and the Young Homeless Working Group, participation in partnership governance arrangements, engagement activities, pilots, service reviews and the co-design of future policies, pathways and services.

Lived experience is not viewed as a one-off consultation exercise but as an ongoing, highly valued partnership that helps ensure services remain person-centred, trauma-informed, effective and responsive to the realities of those experiencing homelessness in Brighton & Hove.

11. Regional Devolution Context

The Sussex & Brighton Strategic Authority (a Mayoral Combined County Authority bringing together East Sussex County Council, West Sussex County Council and Brighton & Hove City Council) was formally established in March 2026, with its inaugural meeting on 15 April 2026. It will take on strategic housing and planning powers, alongside transport, adult skills, employment support, and oversight of the Police & Crime Commissioner and Fire & Rescue Authority functions, ahead of the first mayoral election in May 2028.

Brighton & Hove City Council remains the local housing authority and retains the statutory duties this Action Plan responds to. However, Brighton & Hove City Council will work closely with the Sussex and Brighton Strategic Authority in delivering the council's Homelessness & Rough Sleeping Strategy 2025 – 2030 and support the development of any sub-regional work. This Action Plan's Section 5 partnership arrangements will be revisited once the Authority's own governance and work programme are further defined.

12. Monitoring, Review and Reporting

- Action Plan progress against targets will be reviewed by the Council and partners every 2-4 weeks to ensure performance against annual targets. This will include a review of data, actions, and progress. It will take place in the Working Group meetings.

- Progress against targets will be reported quarterly to the Homelessness and Rough Sleeping Partnership Board by the Chair of the Working Group.
- Cabinet will be updated annually (more frequently where required).
- The Action Plan (published by 1 December 2026) contains annual checkpoints in Autumn of subsequent years. The third and final checkpoint will take place ahead of the end of Parliament.
- All data required for submission to the Ministry of Housing, Communities and Local Government will be submitted in the requested format and by the required dates. It will include alignment with the Rough Sleeping Programme.
- Detailed information on monitoring, review and reporting governance can be found in Section 4 of this Action Plan.