Kirklees Council Preventing Homelessness and Rough Sleeping Strategy 2024 - 2029

Action plan and targets September 2026 to September 2028

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1 Version control

Table 1: revision details

Date	Version	Author	Revision details
19.11.2026	1.0	SH	New document. Initial discussion at Kirklees Homelessness Forum 15.07.2026 and shared for final input 21.10.2026. Portfolio Holder Briefing 19.11.2026

Table 2: Review period

Review due by (date)	Review details
September 2027	Progress against targets to be reviewed by the Kirklees Homelessness Forum and reported to relevant governance boards
September 2028	Full review of action plan and final targets by the Kirklees Homelessness Forum and reported to relevant governance boards

2 Introduction and context

This action plan outlines the operational and strategic priorities for preventing and responding to homelessness across the Kirklees district (including but not limited to rough sleeping). It directly reflects the Kirklees Preventing Homelessness and Rough Sleeping Strategy 2024-2029, using the strategy's four priorities as the framework for action. These are outlined further in the plan.

This document is to be used in conjunction with:

- Government's national strategy for ending homelessness and rough sleeping: A National Plan to End Homelessness - GOV.UK, including the five pillars of prevention outlined within it which form the basis of all action, reporting and target setting:

1. Pillar 1: Universal prevention – tackling the root causes of homelessness.
2. Pillar 2: Targeted prevention – support for people at higher risk of homelessness
3. Pillar 3: Preventing crisis – helping people stay in their homes.
4. Pillar 4: Improving emergency responses – improving temporary accommodation and making people's experiences better if they do become homeless.
5. Pillar 5: Recovery and preventing repeat homelessness – ensuring people don't experience homelessness more than once and halving long-term rough sleeping.

- The Kirklees Housing Strategy 2018-2023 (and subsequent versions once published)
- The Temporary Accommodation Placement Policy (to be reviewed in 2027)

This plan will be delivered as a cross-sector, district-wide project via the Kirklees Homelessness Forum.

The plan should be read in conjunction with the accompanying long-term rough sleeping partnership plan, which outlines the activity addressing this specific area of homelessness in more detail.

3 Local governance

Kirklees Council has a clear leadership role for preventing homelessness including statutory duties, however, no single organisation can address the causes and consequences of homelessness alone. Preventing and reducing homelessness in Kirklees depends on effective partnership working but also requires clear governance structures to ensure action and accountability.

The governance in place within the district are outlined below. This includes Boards and decision-making pathways within the Council itself as well as partner arrangements.

Table 3: Governance of the strategy and action plan

Governance element	Role
Kirklees Council Leadership Team & Cabinet Member for Housing and Physical Communities	Provide strategic leadership, approve priorities, oversee performance; and ensure homelessness remains a corporate priority
Kirklees Homelessness Forum	Multi-agency group, chaired by non-council partners and co-ordinated by Kirklees Third Sector Leaders. Meets quarterly and provides oversight of the Strategy and Action Plan; monitors performance against local targets; resolves barriers to delivery and promotes shared accountability across partners. Acts as the formal link for lived experience intelligence and narrative.
Temporary Accommodation (TA) & Bed & Breakfast (B&B) Transformation Board	Reports to the Executive Leadership Team via the Directorate Change Board. Provides oversight, challenge and strategic steer specifically on performance relating to TA and B&B.
Wider governance - Kirklees Safeguarding Adults Board	Multi-agency oversight of challenges relating to rough sleeping.
Wider governance - Domestic Abuse Partnership Board	Provision of advice/input/ lived experience on homelessness issues linked to domestic abuse.
Wider governance - Kirklees Parenting Board	Provision of advice/ input/lived experience on homelessness issues linked to Looked After Children and Care Leavers.
Wider governance - Specialist and Supported Accommodation Board	Operational organisation-wide oversight and strategic direction on issues related to specialist and supported accommodation.

Governance element	Role
People with lived experience	People with lived experience will be invited to each meeting of the Kirklees Homelessness Forum via partner agencies. Other governance Boards also incorporate lived experience including the Parenting Board and Kirklees Safeguarding Adults Board.

4 Partnerships across Kirklees

Kirklees has an experienced network of agencies within the district who form a diverse range of homelessness partners. Those partners work together across operational and strategic forums and joint working arrangements including key pathways for named cohorts of individuals. Those pathways will continue to be strengthened where needed for those leaving public institutions, supporting the national ambition that no-one should leave prison, hospital or care into homelessness.

Partners will continue to support a shift towards earlier intervention and prevention. This will include improving identification of at-risk households, strengthening referral pathways, promoting the Duty to Refer and preparing for the Duty to Collaborate; coordinated move-on planning and tenancy sustainment; information sharing and where appropriate joint funding bids. These arrangements provide strong foundations for on-the-ground delivery and accountability.

Partnership working is particularly important for people experiencing multiple disadvantage in order to provide the most effective options and sustainable outcomes.

5 Targets

This section outlines the metrics and targets which sit alongside the action plan.

Specific measurable target areas (metrics) are set by the Ministry of Housing, Communities and Local Government (MHCLG). The individual targets have been set locally and in conjunction with MHCLG advisors where needed.

In addition, as outlined in the Kirklees Preventing Homelessness And Rough Sleeping Strategy, the wider overall success of the Strategy will also be measurable through a positive direction of travel across the broad areas of:

- More positive homelessness prevention outcomes
- Greater use of private rented sector accommodation
- Less reliance on bed and breakfast for temporary accommodation
- Reduced length of stay in all types of temporary accommodation
- Reduction in rough sleeping

5.1 Specific metrics and targets

Table 3: Target baselines, trajectories and final target dates

Metric	Baseline	Checkpoint 1	Checkpoint 2	Final target
1. Households with children in temporary accommodation per 1000 households *(annual checkpoint is September)*	1.46 [Sept 2025]	1.44 [Sept 2026]	1.40 [Sept 2027]	1.36 [Sept 2028]
2. Households with children in B&B over 6 weeks *(annual checkpoint is September)*	17 [Sept 2025]	0 [Sept 2026]	0 [Sept 2027]	0 [Sept 2028]
3. Success at preventing and relieving homelessness *(annual checkpoint is July – September quarter)*	56% [Sept 2025]	55.0% [Sept 2026]	57.0% [Sept 2027]	60.0% [Sept 2028]
4. Success at preventing and relieving homelessness for those experiencing multiple disadvantage *(annual checkpoint is July – September quarter)*	47% [Sept 2025]	48.0% [Sept 2026]	49.0% [Sept 2027]	50.0% [Sept 2028]
5. People sleeping rough who are long term *(annual checkpoint is November)*	8 [Nov 2025]	6 [Nov 2026]	5 [Nov 2027]	4 [Nov 2028]
6. People sleeping rough on a single night *(annual checkpoint is Autumn rough sleeping count)*	22 [Autumn 2025]	19 [Autumn 2026]	17 [Autumn 2027]	15 [Autumn 2028]

The trajectories for each of the metrics are based on a combination of benchmarking with nearest statistical neighbours; use of partner intelligence; awareness of known major projects already in the pipeline and risks to achievement (including challenges arising from the Renters' Rights Act implementation and supply of affordable housing).

6 Action plan

The following section outlines the specific actions that will be undertaken across the Kirklees district. Where needed, actions will be carried out in conjunction with relevant partner agencies, typically via the Kirklees Homelessness Forum, established operational meetings or ad-hoc task groups.

The action plan aligns with the Kirklees Preventing Homelessness And Rough Sleeping Strategy, across the following priorities:

- Priority 1: Strengthen partnership working to address homelessness and secure the right accommodation.
- Priority 2: Rapid early help and intervention to prevent homelessness from occurring.
- Priority 3: Access to long term homes and temporary accommodation, which is safe, decent, accessible and affordable.
- Priority 4: Tackle rough sleeping to ensure it is rare, brief, and not recurring.

The reference to the relevant pillar of prevention (outlined in the Introduction and Context section) and metric number are also incorporated alongside the actions.

6.1 Action plan monitoring

- The action plan will be overseen by the Kirklees Homelessness Forum and subject to regular monitoring. This will include a six-monthly update from all partners including progress, challenges and additional resources/escalation needed.
- Where actions have more than one agency involved, these will also be subject to governance and oversight through other relevant bodies as outlined in the governance section.
- A public refresh of the action plan will be undertaken annually.

6.2 Priority 1

Priority 1: Strengthen partnership working to address homelessness and secure the right accommodation.

Table 4: Action plan

No.	Action	Key agencies	Target date	National Strategy Pillar of Prevention	Related metric no.
1	Develop a formal information sharing agreement for individual rough sleeping cases.	Housing Services (and all relevant partners)	Mar 2027	5	5, 6
2	Collaborative working with Registered Providers and Supported Housing providers. - Improve the way information is shared between Housing Solutions and Registered Providers - Carry out a review of nomination agreements and systems, drawing on best practice examples from elsewhere. - Align approaches (with Registered Providers) to nominations and data submission. - Examine supported housing evictions data to highlight any risk areas that require mitigation.	Housing Services; Registered Providers; Supported Housing Providers	Mar 2028	3	3, 4
3	Refresh key partnership forums – including the Homelessness Forum - to improve links between the Council, the voluntary sector, and Registered Providers	Housing Services, Kirklees Homelessness Forum, Registered Providers	Mar 2027	1	3, 4
4	Homelessness Forum to establish task and finish group on communications and messaging. - All SOPs and standard practice to include the standard messaging on access to social housing/ accessing PRS.	Kirklees Homelessness Forum	Mar 2028	1	3, 4

No.	Action	Key agencies	Target date	National Strategy Pillar of Prevention	Related metric no.
5	Strategic planning for Supported Housing (Regulatory Oversight) Act including supported housing needs assessment, strategy and delivery plan	Kirklees Council (Adults, Children's, Housing, Welfare & Exchequer); Supported Housing Providers	March 2028	1, 5	3, 4
6	Work with partners to enable access to services to improve education, training, and employment as well as access to support linked to increases in the cost of living – potential Better Futures Fund delivery model.	Kirklees Council; Kirklees Better Outcomes Partnership (KBOP)	March 2028	1, 2, 3, 4	3, 4
7	Joint housing pathways and protocols for target cohorts of vulnerable homeless households. Ensuring that partners and customers understand their commitments. - Identify frontline managers for a partnership meeting on what pathways are already in place.	Housing Services; Kirklees Homelessness Forum	March 2028	1, 2, 3, 4, 5	3, 4
8	Prison and probation pathway - Review the pathway jointly with all key stakeholders. - Re-launch the pathway including clear communications to all partners on their commitments. - Create clear monitoring arrangements, escalation processes and ongoing responsibilities.	Housing Services; Prison Service; Probation; Change Grow Live (CGL)	March 2027	1, 2, 3, 4, 5	3, 4
9	Hospital discharge pathway - Review the pathway jointly with all key stakeholders. - Re-launch the pathway including clear communications to all partners on their commitments. - Create clear monitoring arrangements, escalation processes and ongoing responsibilities.	Housing Services; Health providers; Change Grow Live (CGL)	March 2027	1, 2, 3, 4, 5	3, 4

No.	Action	Key agencies	Target date	National Strategy Pillar of Prevention	Related metric no.
10	Mental Health pathway - Re-launch the pathway including clear communications to all partners on their commitments. - Create clear monitoring arrangements, escalation processes and ongoing responsibilities.	Housing Services; Mental Health providers; Adult Social Care; Change Grow Live (CGL)	March 2027	1, 2, 3, 4, 5	3, 4
11	Young Persons pathways - Re-launch and continue to embed the care leaver and young prison leaver pathway including clear communications to all partners on their commitments. - Re-develop the 16/17-year-old pathway. - Re-launch the 16/17-year-old pathway including clear communications to all partners on their commitments. - Create clear monitoring arrangements, escalation processes and ongoing responsibilities for both pathways.	Housing Services; Children's Social Care; Adult Social Care; Prison Service; Probation	March 2027	1, 2, 3, 4, 5	3, 4
12	Domestic Abuse pathway - Develop the pathway including clear communications to all partners on their commitments. - Create clear monitoring arrangements, escalation processes and ongoing responsibilities.	Housing Services; Adult Social Care; Children's Social Care; Registered Providers	March 2027	1, 2, 3, 4, 5	3, 4

6.3 Priority 2

Priority 2: Rapid early help and intervention to prevent homelessness from occurring.

Table 5: Action plan – priority 2

No.	Action	Key agencies	Target date	National Strategy Pillar of Prevention	Related metric no.
1	Continue to ensure individuals receive rapid access to housing advice, targeted interventions, and tailored support, including those individuals with multiple and complex needs. - explore gaps in North Kirklees provision and potential to fill these. - explore gaps in rural areas provision and potential to fill these.	Housing Services; Kirklees Homelessness Forum	March 2028	2, 3, 4, 5	3, 4
2	Identify the health needs of households in temporary accommodation; gaps in health-related provision and how to fill these. - Implement and embed the new duty to notify GPs - Re-launch the referral system to health visiting service (and align with the new duty to notify) - identify gaps in provision (in general, geographically, specialisms) - explore flexible pathways and protocols to meet those gaps	Housing Services; all health partners	March 2027	4	3, 4

No.	Action	Key agencies	Target date	National Strategy Pillar of Prevention	Related metric no.
3	Encourage households to present at the earliest opportunity to reduce the pressures associated with crisis-based intervention and increase the opportunity to prevent homelessness from occurring. - All partners to align pathways and procedures to be as proactive/ preventative as possible. - Explore rolling out the 'Pantry Model' to new areas of Kirklees - Ensure partners are aware of and utilising the Families First Partnership (including specific pathways/ protocols)	Housing Services; Welcome Centre; Kirklees Homelessness Forum	March 2028	2, 3, 5	1, 2, 3, 4
4	Embed the new Tenancy Relations function in the Housing Compliance Team to prevent homelessness from the private rented sector. - Ensure partners are aware of the Renters' Rights Act including changes to tenancies/ possession pathways and how to signpost to Housing Services. - Continue with and strengthen landlord/tenant mediation at the earliest opportunity. - Explore (alongside the Private Rented Partnership Team) how best to improve the quality and access to the broader private rented sector (including upskilling landlords on tenancy management). - Explore whether wider tenant/public communications are needed on tenancy relations.	Housing Services	March 2027	1, 3	3, 4

No.	Action	Key agencies	Target date	National Strategy Pillar of Prevention	Related metric no.
5	For those in council tenancies, continue to embed 'on the ground' support for tenancy sustainment purposes. - Ensure frontline officers understand and utilise the various pathways and procedures in place including those relating to safeguarding and financial support. - Maintain the vulnerable tenants register; ensuring those tenants have access to specialised and general support as needed.	Homes & Neighbourhoods	March 2027	1, 2, 3	3, 4
6	Continue to attend and contribute to relevant forums and partnership meetings relating to homeless prevention including but not limited to the West Yorkshire Local Authority Homelessness Forum and ad-hoc roundtables. - Share best practice and challenges from Kirklees perspective - Ensure West Yorkshire Combined Authority is aware of gaps and challenges in order to explore regional approaches/ solutions. - Bring back learning from other partners to explore via the Kirklees Homelessness Forum	Housing Services	March 2027	1, 2, 3	3, 4
7	Use of incentives to encourage homelessness prevention - continue (in the interim) to use current incentives to maintain existing living arrangements - review the impact of existing incentives used (outcomes; cost; longer term impact if possible; review against changing landscape following Renters' Rights Act) - develop a business case to support/ fund an incentive programme moving forward	Housing Services	March 2028	1, 2, 3	3, 4

No.	Action	Key agencies	Target date	National Strategy Pillar of Prevention	Related metric no.
8	Continue our commitment to those experiencing domestic abuse. - Development and delivery of the domestic abuse strategy - Explore gaps in terms of housing needs and accommodation - Review of the current Sanctuary Scheme (outcomes; costs; gaps in provision) - Explore specialist support for Housing Solutions (e.g. a dedicated IDVA)	Housing Services; Communities; Kirklees Domestic Abuse Specialist Services	March 2028	2, 3, 4, 5	3, 4

6.4 Priority 3

Priority 3: Access to long term homes and temporary accommodation, which is safe, decent, accessible and affordable.

Table 6: Action plan – Priority 3

No.	Action	Key agencies	Target date	National Strategy Pillar of Prevention	Related metric no.
1	Ensure that homelessness issues and demands are factored into strategic plans for increasing the supply of affordable housing in Kirklees. - Ensure homelessness / housing need data underpins the Kirklees Housing Strategy - Finalise and approve the Kirklees Housing Strategy	Housing Growth	March 2027	1, 5	N/a
2	Continue to develop ways of working with the private rented sector to ensure it plays its role in both preventing homelessness and rehoming households.	Housing Services	March 2028	2, 3, 4, 5	3, 4

No.	Action	Key agencies	Target date	National Strategy Pillar of Prevention	Related metric no.
3	Strengthen partner relationships with registered provider partners, to further build on their contribution to preventing and reducing homelessness (temporary accommodation, long term housing development).	Housing Services; Registered Providers; West Yorkshire Combined Authority; Housing Growth	Mar 2028	1,4	3, 4
4	Reduce the length of time it takes to turn around empty council properties when they become vacant.	Homes & Neighbourhoods	March 2027	4, 5	1, 3, 4
5	Work towards increasing the supply of good quality, suitable temporary accommodation, including leasing and partner provision.	Housing Growth	March 2028	4	2, 4
6	Maintain the position of zero use of Bed & Breakfast accommodation (over 6 weeks) for households with children.	Housing Services	Ongoing	4	1, 2
7	Explore options for bringing empty homes back into use for temporary accommodation or homelessness relief.	Housing Services	March 2028	1, 4	3
8	Continue to review the sufficiency of, identify gaps in and where appropriate commission or encourage specialist housing e.g. supported accommodation for young people and homeless hostel provision in North Kirklees. - utilise the Specialist and Supported Housing Board in the most effective way	Specialist & Supported Housing Board; Adults and Children's Social Care	March 2028	2, 5	3, 4

6.5 Priority 4

Priority 4: Tackle rough sleeping to ensure it is rare, brief, and not recurring.

Table 7: Action plan – Priority 4

No.	Action	Key agencies	Target date	National Strategy Pillar of Prevention	Related metric no.
1	Continue to provide, alongside our partners, a range of advice, accommodation, and support services to people sleeping rough so they can move away from the streets and access and sustain long term, settled accommodation e.g. via Rough Sleeping Intelligence meetings.	Housing Services	March 2027	2, 4, 5	3, 4, 5, 6
2	Continue to engage across partner agencies on rough sleeping cases, to ensure the multi-agency approach is maintained. - Embed the Rough Sleeping Intelligence case discussion meetings	Housing Services	March 2027	2, 4, 5	3, 4, 5, 6
3	Explore options to maintain and expand dedicated rough sleeper accommodation units, operating on Housing First principles	Housing Services; Kirklees Homelessness Forum	March 2028	2, 4, 5	3, 4, 5, 6

No.	Action	Key agencies	Target date	National Strategy Pillar of Prevention	Related metric no.
4	Build upon specialisms developed for rough sleeper client groups - explore options for dedicated mental health worker - continued dedicated resource for substance use in the Rough Sleeping Initiative team. - Build upon substance use support to increase the successful outcomes linked to employment - Strengthen (and where possible, enhance) the relationship between substance use support and prison/probation pathways.	Housing Services; Adult Social Care; Public Health; Change Grow Live (CGL)	March 2028	2, 4, 5	3, 4, 5, 6
5	Embed a targeted prevention approach to prevent the flow of new rough sleepers on to the street - create rough sleeping assessment tool	Housing Services	March 2027	2, 5	3, 4, 5, 6
6	Update the homelessness and rough sleeping directory and refresh and broaden out the Good Practice Guide for Street Outreach, with input from service users	The Mission	March 2027	1, 2, 3, 4, 5	3, 4, 5, 6
7	Review and evaluate approaches to utilising rough sleeping funding (prevention and relief projects)	Housing Services	March 2028	2, 4, 5	3, 4, 5, 6
8	Develop links with the West Yorkshire Adversity, Trauma and Resilience Network	Housing Services; Kirklees Homelessness Forum	March 2028	2, 4, 5	3, 4, 5, 6