



Tonbridge and Malling Borough Council

Housing Solutions Service

Homelessness and Rough Sleeping Strategy 2026 – 2031

Year 1 Action Plan

Draft for consultation

This Action plan sets out the actions the council will take to meet the priorities identified in the supporting evidence base and Strategy

| Priority/Aim                                                                                                                                                                                                                                                                                                                                                                                      | Objective                                                                                                                                                                                                                                                                                        | How will we do this                                                                                                                                     | Lead officer and by when                                                                  |
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| <p><b>To prevent homelessness earlier and support those who are at risk of homelessness to remain in their homes</b></p> <p>Early prevention means identifying those who may be at risk of loss of home early to stop the homelessness and preventing the loss of that home and this can have a significant and positive impact on households. We want to stop homelessness before it happens</p> | <p>Strengthen early intervention and advice services. Provide accurate and up to date advice and assistance on housing and homelessness ensuring this is accessible to all.</p>                                                                                                                  | <p>Review our website and the use of social media and introduce contact us before crisis messaging</p>                                                  | <p>Housing Solutions<br/>Housing Management Team</p> <p>June 2026</p>                     |
|                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                  | <p>Introduce a “no wrong door” approach – train all frontline staff to identify the risk of homelessness early and refer internally</p>                 | <p>Housing Solutions Manager</p> <p>September 2026</p>                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                  | <p>Introduce face to face visits for all family evictions and provide mediation to families where there is a risk of eviction</p>                       | <p>Senior Housing Solutions Officer</p> <p>September 2026</p>                             |
|                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                  | <p>Introduce a single point of contact for private landlords to resolve problems early and engage and promote this to landlords via landlord forums</p> | <p>Senior Accommodation Officer and Senior Housing Solutions Officer</p> <p>June 2026</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                   | <p>Work more closely with our duty to refer (DTR) partner agencies to ensure we are receiving early notifications of households that may become homeless to maximise the time we must work with them and establish closer working relationships with agencies to improve referral processes.</p> | <p>Identify the agencies who are not referring and target engagement accordingly</p>                                                                    | <p>Housing Solutions Manager</p> <p>March 2027</p>                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                  | <p>Offer short virtual DTR briefings for new partner staff</p>                                                                                          | <p>Housing Solutions Manager</p> <p>December 2026</p>                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                  | <p>Appoint a named DTR lead within the Housing Solutions Service and establish named leads in DTR operational services</p>                              | <p>Senior Housing Solutions Officer</p> <p>June 2026</p>                                  |
|                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                  | <p>Develop a local DTR protocol and establish agreed referral times with key partners in line with any KHOG protocols</p>                               | <p>Housing Solutions Manager</p> <p>June 2026</p>                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                   | <p>Review our prevention tools and ensure the initiatives employed are fit for purpose to ensure that these support the early identification and the work of the officers to maximise opportunities to prevent the loss of the home.</p>                                                         | <p>Review current prevention tools, by mapping them, DHP, mediation, PRS incentives, outreach, advice, SAFER scheme etc</p>                             | <p>Housing Solutions Manager and Senior Housing Solutions Officer</p>                     |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                   | Review our website and the use of social media and introduce contact us before crisis messaging                                                                                             | Housing Solutions<br>Housing Management Team<br><br>June 2026                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                   | Review the Prevention Fund and ensure we can offer small rapid grants for common issues that maybe wider than traditional "offers" but may assist in the preventing the loss of the home    | Housing Solutions<br>Manager and Senior<br>Housing Solutions<br>Officer<br><br>December 2026                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                   | Introduce a "no wrong door" approach – train all frontline staff to identify the risk of homelessness early and refer internally                                                            | Housing Solutions<br>Manager<br><br>September 2026                                                                              |
| <p><b>To minimise the use of emergency and temporary accommodation, reduce the reliance on nightly paid out of area TA and reduce numbers requiring TA</b></p> <p>We must recognise that there will always be families who need TA and where this is the case we will ensure that we provide good quality affordable TA. However, the provision of TA is costly and so exploring options for TA, reducing the use of nightly paid and reducing the numbers in will have a significant impact on council budgets. It will also have an impact on outcomes for those who do require TA, as they will be closer to their employment, education, support networks, and will</p> | <p>We will review our approach to prevention with the aim of preventing households from requiring TA</p> <p>Continue to improve the quality of our own TA and work with partners across Kent to drive up standards in the nightly paid sector</p> | See priority 1 for how we will do this                                                                                                                                                      | As above                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                   | Deliver and occupy Bluebell Hill                                                                                                                                                            | Director of Housing,<br>Planning and<br>Regulatory Services<br><br>Head of Housing and<br>Regulatory Services<br><br>March 2027 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                   | Continue to engage in the TA project which has commenced working with other local authorities to drive up standards in nightly paid accommodation and establish a framework for procurement | Senior<br>Accommodation<br>Officer<br><br>March 2027                                                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                   | Revisit and review the use of registered provider stock for short term temporary accommodation                                                                                              | Senior<br>Accommodation<br>Officer                                                                                              |

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| contribute to a household's overall health and wellbeing.                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                             | March 2027                                                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                               | Work with staff and key stakeholders to review the offer we make to landlords to work with us to allow us to find good quality suitable private sector accommodation with a personalised package of support once moved on. | Review and update the current Tonbridge and Malling Borough Council Landlord Offer based on feedback from landlords and staff                                                                                                                                               | Senior Accommodation Officer<br><br>August 2026                                     |
|                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                            | Develop a landlord offer prospectus, which sets out what landlords can expect from the Council, SPOC, fast decision-making financial support options ongoing tenancy sustainment support                                                                                    | Senior Accommodation Officer<br><br>May 2026                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                            | Work with landlords to raise the profile of our Move on Officer and the role they can play around being a single point of contact, and provision of a rapid response to tenancy issues with a clear escalation route where issues cannot be resolved to other service areas | Senior Accommodation Officer<br><br>May 2026                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                            | Strengthen pre tenancy readiness and ongoing support by ensuring any accommodation is affordable, and the provision of ongoing tenancy support when placed                                                                                                                  | Senior Accommodation Officer<br><br>May 2026                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                             |                                                                                     |
| <b>Build on the excellent work already done to maintain the low levels of rough sleeping with the aim of achieving zero rough sleepers in the district</b><br><br>Tonbridge and Malling Council has an excellent track record of having low numbers of rough sleepers and the aim is to sustain this and keep numbers low, with the aim being to fully eradicate any forms of rough sleeping in the district. | Work with our rough sleeping partners to ensure that anyone who enters the street, or is found rough sleeping gets rapid intervention and wrap around support including a pathway for those who may not have a "priority"  | Develop a multi-agency rough sleeping protocol which sets out a written rapid intervention procedure                                                                                                                                                                        | Housing Solutions Manager and Senior Housing Solutions Officer<br><br>December 2026 |
|                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                            | Use of the website to encourage the use of public reporting tools such as streetlink                                                                                                                                                                                        | Housing Solutions Housing Management Team<br><br>June 2026                          |
|                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                            | Develop rapid assessment pathways by offering same day assessments for those found rough sleeping                                                                                                                                                                           | Rough Sleeper Resettlement Manager<br><br>September 2026                            |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Provide safe and appropriate accommodation                                                                                                                    | Continue to work with the contracted provider to increase access to supported housing for those who rough sleep                                                                                                        | Housing Solutions Manager and Rough Sleeper Resettlement Manager<br>March 2027 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                               | Review housing first                                                                                                                                                                                                   | Housing Solutions Manager and Rough Sleeper Resettlement Manager<br>March 2027 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Develop effective move on pathways from accommodation into longer term settled accommodation                                                                  | Introduce a monthly move on panel to review all residents within emergency / supported housing who may have rough slept to identify barriers to move on                                                                | Housing Solutions Manager and Rough Sleeper Resettlement Manager<br>March 2027 |
| <b>Work with partners collaboratively to prevent homelessness</b><br><br>This is an ambitious strategy and is intended to deliver a proactive prevention homelessness service, but this cannot be done alone. We must work with partners, as many factors that cause homelessness are beyond the direct control of the Council and so to deliver homelessness services we need to collaborate with partners, at a national, regional and local level and this will become more relevant as Local Government Reform progresses. | Work with RPs to make better use of stock in the district and promote improved access to affordable housing                                                   | Establish a Registered provider strategic forum which meets quarterly to share homelessness demand data, Temporary accommodation pressures and move on issues with agreed joint priorities which are reviewed annually | Housing Solutions Manager and Senior Allocations Officer<br>September 2026     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                               | Undertake an annual review of each registered providers nomination uptake, evictions into homelessness, void times and refusal rates                                                                                   | Housing Solutions Manager and Senior Allocations Officer<br>December 2026      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                               | Strengthen nomination agreements – review and revisit nomination agreements                                                                                                                                            | Senior Allocations Officer<br>December 2026                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                               | Align the housing options team with the tenancy sustainment teams in RPs and promote and develop the use of joint sustainment plans                                                                                    | Senior Housing Solutions Officer<br>December 2026                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Bring together key partners via the development of a formal partnership board to bring additional resources and expertise to deliver the aims of the strategy | Draft a clear terms of reference for the board which sets out the boards purpose                                                                                                                                       | Housing Solutions Manager<br>June 2026                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                               | Identify who needs to be present and attend                                                                                                                                                                            | Housing Solutions Manager                                                      |

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|  |                                                                                                                                                                     |                                                                                                                                                    | September 2026            |
|  |                                                                                                                                                                     | Set up quarterly strategic meetings and monthly operational meetings                                                                               | Housing Solutions Manager |
|  |                                                                                                                                                                     |                                                                                                                                                    | September 2026            |
|  | Continue to gather performance monitoring data to use as evidence to underpin service development and improvement and ensure needs of those in the district are met | Reporting to be fed back to Senior Management Team                                                                                                 | Housing Solutions Manager |
|  |                                                                                                                                                                     |                                                                                                                                                    | December 2026             |
|  |                                                                                                                                                                     | Develop outcomes linked to the Governments emerging Outcome Framework                                                                              | Housing Solutions Manager |
|  |                                                                                                                                                                     |                                                                                                                                                    | April 2026                |
|  |                                                                                                                                                                     | Develop and implement a performance framework based on the customer journey, not only using H-Clic data                                            | Housing Solutions Manager |
|  | Establish a lived experience advisory panel to further enhance the performance monitoring to further drive forward any service improvements and delivery            |                                                                                                                                                    | April 2026                |
|  |                                                                                                                                                                     | Work with media to recruit to a lived experience panel to ensure feedback from service users is incorporated into service development and delivery | Housing Solutions Manager |
|  |                                                                                                                                                                     |                                                                                                                                                    | September 2026            |
|  |                                                                                                                                                                     | Deliver bi-annual meetings, and in between utilise different methods to get feedback from service users on tier experiences                        | Housing Solutions Manager |
|  | Develop mechanisms for gaining insight through a variety of feedback routes ensuring these are used to drive service improvement                                    |                                                                                                                                                    | March 2027                |
|  |                                                                                                                                                                     | Review complaints and MP enquiries to identify any trends in issues                                                                                | Housing Solutions Manager |
|  |                                                                                                                                                                     |                                                                                                                                                    | July 2026                 |
|  |                                                                                                                                                                     | Use service user feedback from the lived experience panel                                                                                          | Housing Solutions Manager |
|  | Maximise opportunities to work with partners such as drug and alcohol services.                                                                                     |                                                                                                                                                    | December 2026             |
|  |                                                                                                                                                                     | Identify partners and ensure they are invited to attend forums, meetings panels etc.                                                               | Housing Solutions Manager |
|  |                                                                                                                                                                     |                                                                                                                                                    | March 2027                |

