



Temporary Accommodation Strategy 2024- 27

March 2024

Housing Services

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1 INTRODUCTION

- 1.1 Local Housing Authorities have a statutory duty to prevent households from becoming homeless¹. Where it is not possible to prevent homelessness, the Council may have a duty to secure temporary accommodation for homeless households in certain circumstances. For example, whilst homelessness inquiries are undertaken or until suitable accommodation can be found under the council's relief or main housing duty.
- 1.2 There are many causes of homelessness which mean the Council may be required to procure emergency accommodation at any time, including same day placements, out of hours, enhanced emergency placements for non-priority need households and in accordance with our severe weather emergency protocol (SWEP).
- 1.3 The Council's approach to securing temporary accommodation for those owed a statutory duty is predominantly to use private proprietors, such as hotels. The use of nightly paid hotel provision is not uncommon for local housing authorities; however, this is not considered best practice, it is expensive, and the availability of rooms is outside of the Council's control. The Council is therefore reliant on rooms being available, often at short notice.
- 1.4 The aim of this document is to review the Council's current approach to managing emergency accommodation and to set out the Council's strategy to mitigate and overcome the challenges and risks in the Council's current approach. This is to ensure adequate and suitable temporary accommodation is available that meets the needs of homeless applicants that the Council has a temporary accommodation duty towards.
- 1.5 The overarching aims of this strategy are to:
 - Ensure an adequate supply of good quality, safe temporary accommodation provision,
 - Reduce reliance on external providers of accommodation,
 - Ensure value for money in all temporary accommodation placements,
 - Deliver temporary accommodation that is in District,
 - Improve the customer journey for those facing homelessness,
 - Build rapport with those facing homelessness, to signpost and support them to overcome barriers to resolving their housing situation,
 - Develop support packages to enable successful move on from temporary accommodation,
 - Reduce repeat homelessness.

2 TEMPORARY ACCOMMODATION REVIEW

Demand for temporary accommodation:

- 2.1 The Council's Housing Solutions team deliver services, including housing advice, homeless prevention, choice-based lettings, rough sleeper, international migration, and statutory homelessness functions. The aim of the team is to deliver a person-centred, compassionate service with homeless prevention at the forefront of its approach. However, preventing homelessness is not always possible and in certain circumstances, an emergency accommodation duty may be owed.

¹ Part VII, Housing Act 1996 (as amended). S.195 Duties in cases of threatened homelessness

2.2 The table below sets out the number of homeless approaches, the number accepted as being owed the main housing duty² and the number of temporary accommodation placements over the last few years in Stroud:

	2020-21	2021-22	2022-23	2023-24
Approaches	688	736	938	949
Temporary accommodation placements	105	158	217	295
Main duty acceptances	32	105	154	121

Table One: Number of approaches, TA placements and main duty 2020-24.

2.3 The number of households requiring temporary accommodation over the last few years has steadily increased and this is a trend that is anticipated to continue.

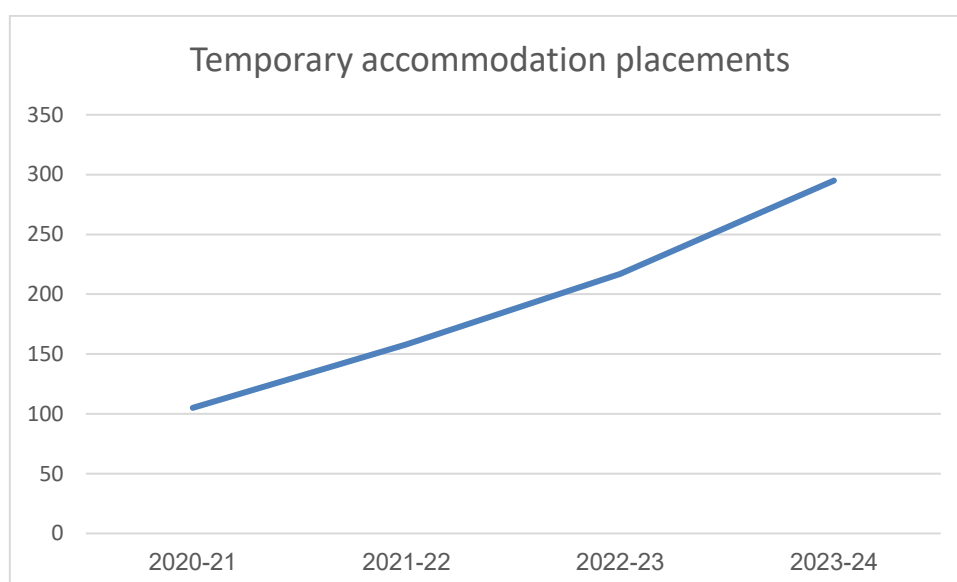


Chart One: TA placements 2020-24.

2.4 During 2022-23 the number of initial approaches to local authorities in England was up 7% compared to the previous year³. The demand on our housing services in Stroud follows a national trend of increased applications for assistance. However, comparing the national trend to the same period for Stroud, shows that there was a 27% increase in approaches compared to 2021-22. This is much higher than the national 7% increase. The number of acceptances nationally increased by 18.9% from 2021-22, compared to a 17% increase in Stroud and temporary accommodation placements increased nationally by 10%, compared to Stroud placements in the same period increased by 33.9%.

2.5 It is likely that homeless approaches will continue to increase, following this trend line due to a variety of reasons. According to a report by Crisis⁴ homelessness is predicted

² Under the main housing duty (S.193 Housing Act 1996), the Council must ensure that suitable accommodation is available for the applicant and their household until the duty is brought to an end, usually through the offer of a settled accommodation.

³ [Statutory homelessness in England: financial year 2022-23 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/statutory-homelessness-in-england-financial-year-2022-23)

⁴ [Homelessness Monitor 2022 | England | Crisis UK](https://www.crisisuk.org/homelessness-monitor-2022/)

to rise due to benefit freezes, the cost-of-living crisis meaning food and energy bill increases and due to inaccessibility and unaffordability of the private rented sector.

- 2.6 Local Housing Allowance (LHA) is the maximum amount of financial help a tenant can get towards their rent in the private sector. The LHA rate is determined by the broad rental market area (BRMA) for where the property is in the Country. Stroud is part of the Gloucester Housing Market Area for local housing allowance (LHA), but rental prices in Stroud are significantly above these LHA rates. The rental market in Stroud is a premium market with a lack of smaller, more affordable properties. The LHA rates were frozen for four years from April 2020, but rental prices continued to increase and the impact of rising interest rates has meant that landlords continue to raise rental prices to cover their own costs. This affordability gap and limited number of properties means there is a lack of opportunities for households to move into the private rented sector and have therefore presented as homeless and lead to the increased demand.
- 2.7 During 2023-24, 295 placements were made into emergency accommodation. Further analysis of these placements showed that on average there were 43 households in emergency accommodation across the year, with the lowest number being 36 and highest number peaking at 52 at the end of March 2024.

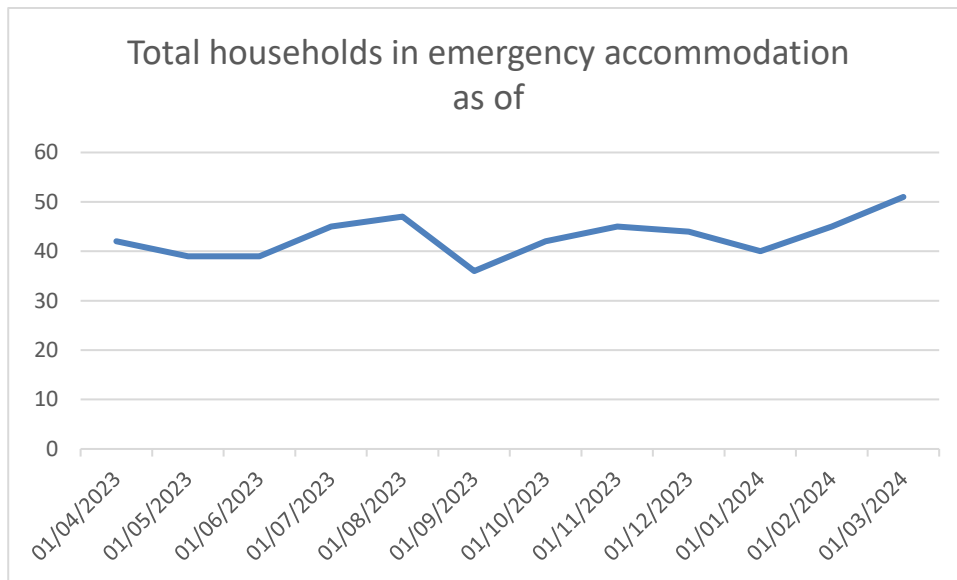


Chart two: Total households in TA during 2023-24.

- 2.8 The average percentage of single or couple households make up 67% of all households that were accommodated during that period with 33% being families. Households spent on average 140 days in emergency accommodation. Of the 295 placements, 83 placements (28%) are duplicates where an individual has been accommodated more than once. This often happens where a person is moved from one property to another and could be for a variety of reasons or where they have been unable to sustain their accommodation and made a fresh application during the same year. Of the 83 duplicate placements, 48 were placed twice, 22 three times, 8 four times and on 5 occasions a household was moved 5 times.
- 2.9 Of the number of temporary accommodation placements during 2023-34, 63.1% were made outside of the Stroud district and only 36.9% were made in district. The table below shows a similar trend across the previous two years with 37.7% in district during 2022-23 and 34.4% during 2021-22.

	Total placements made in financial year	% of placements in Stroud District
2023/24	295	36.9%
2022/23	215	37.7%
2021/22	151	34.4%

Table two: Placements during 21-24 and percentage in district.

- 2.10 The data shows that there are limited options available for placements into accommodation in the district. This means that currently, the majority of households placed into emergency accommodation are placed outside of Stroud for an average of 140 days or approximately 4.6 months.

Current Accommodation Provision:

- 2.11 The Council do not currently own any housing stock that was designed to be used for temporary accommodation. During 2020 in response to the coronavirus pandemic agreement for 8 licences in general needs housing were used for temporary accommodation and three of these are ongoing. This was an interim arrangement in response to the pandemic and is due to cease once the remaining 3 applications are resolved. The Council have three former scheme manager units of accommodation within our Independent Living schemes (Archway Gardens, Jenner Court, Walter Preston Court) that were allocated for use as temporary accommodation in 2019 and this agreement is due for reviewing and revisiting.
- 2.12 In 2023 Citadel House in Stroud was opened and offers 5 units of temporary accommodation. This scheme was our first commissioned temporary accommodation and was grant funded by SDC. It is owned and managed by Gloucester City Homes and placements into the scheme are made by referral from the Council. This accommodation is the only pet-friendly temporary accommodation in Gloucestershire and is accredited by the Dogs Trust.
- 2.13 The only alternative accommodation option available to the Council when a household is owed a homeless duty as defined in housing law⁵ is an offer emergency accommodation in the form of a hotel, some with shared facilities and some self-contained accommodation. The facilities at each unit vary, with some having limited access to cooking facilities. These units are provided through an external provider. There are limited suitable hotel providers with units of accommodation available within the district of Stroud and therefore, as outlined in section 2.9, the majority of the Council's emergency accommodation placements are outside of the district.
- 2.14 The Council have an agreement with a private provider in Gloucester for 6 self-contained units that the Council pay for full exclusive use, including during void periods to mitigate some of the risk of being unable to locate accommodation at short notice, but otherwise the Council are reliant on alternative nightly paid options to be available as and when required.
- 2.15 Analysis from the Local Government Association⁶ revealed that the number of households living in temporary accommodation in England has risen by 89% over the last decade at the end of March 2023. This is the highest figure since records began in 1998 and cost Councils at least £1.74 billion in 2022-23.

⁵ Part VII, Housing Act 1996 (as amended)

⁶ [£1.74 billion spent supporting 104,000 households in temporary accommodation | Local Government Association](#)

2.16 The use of emergency accommodation in hotels is expensive and the table below shows that costs have steadily been increasing year on year. In the years 2020-24 Stroud District Council spent £1,865,609 gross on emergency accommodation placements.

	2020-21	2021-22	2022-23	2023-24
Spend on emergency accommodation	£410,139	£384,506	£436,869	£634,095

Table three: Spend on TA 2020-24.

2.17 For the financial year 2023-24 the Council had an approved budget of £500,000 for emergency accommodation placements and at the end of the financial year had overspent by £134,095 with the total spend reaching £634,095. This level of spending is not sustainable.

Risks and implications of current provision:

2.18 As set out in 2.16 – 2.17 the cost of emergency accommodation has been and continues to increase and exceeding budgets. This is not uncommon for Councils in the current climate and news reports⁷ suggest that some Councils face bankruptcy due to the rise in accommodation costs for homeless services. This represents a risk to Stroud District Council, like many other Councils, and therefore the proposals in this strategy are in part designed to mitigate this risk and protect the financial position of the Council.

2.19 As the Council are mostly reliant on external private providers to deliver our statutory emergency accommodation provision, this represents a risk to the Council. Should the Council owe a household an accommodation duty but be unable to locate a suitable provider of accommodation this does not negate that duty. This puts pressure on the housing team to locate another provider of suitable housing and this could be further afield from the district of Stroud and at significant extra expense both to the authority and to the household requiring the placement.

2.20 The data set out in section 2.2 shows that our level of demand for emergency accommodation has increased over the last four years. This trend is in keeping with the national data trend as homeless applications continue to rise. With an increase in demand for emergency accommodation services nationally, it is becoming increasingly difficult to secure emergency housing as the availability of nightly paid accommodation is reducing where hotels are frequently fully booked by other Councils who are fulfilling their own statutory accommodation duties. It is particularly difficult to secure accommodation during event periods, for example the Cheltenham Gold Cup week as hotels become booked by travellers for these occasions.

2.21 The legislation⁸ requires that local authorities shall, in so as is reasonably practicable, secure accommodation within its own district. Where this is not possible the authority must record how the decision to place an applicant out of district has been reached, taking into account the households collective and individual needs. As 2.9 shows the majority of placements have been outside of the district due to limited available options in the district.

⁷ [Inside Housing - News - Council on brink of bankruptcy over rise in homelessness costs](#)

⁸ Section 208, Housing Act 1996 (as amended)

- 2.22 Further, the legislation restricts housing authorities from using hotels with shared facilities for families with children or pregnant women for a maximum period not exceeding 6 weeks. The guidance also states that B&B type accommodation is never suitable for a 16 or 17 year old applicant. The Council are reliant on the availability of suitable accommodation for differing needs on mostly a reactive basis, rather than having a proactive approach to ensuring adequate provision of stock of different types to ensure suitable options are available and cater for all accessibility needs.
- 2.23 The Council being reliant on hotel providers outside of the district is not best practice nor in keeping with the legislation. It can cause uncertainty and unsettle homeless households during a time of instability. Being placed outside of the district can make it harder for the Council to build rapport and engagement with the applicant, which may reduce the opportunities to relieve⁹ the households homelessness. Whilst the Council will endeavour to keep homeless applicants local to the Stroud district, the reliance on external provision, has resulted in homeless applicants having to move away from the area. This can have a negative impact on support network, schooling and employment.
- 2.24 With homeless approaches anticipated to continue to increase in both Stroud, the county and nationally, it is probable that emergency placements into hotel accommodation will continue to be difficult and could result in placements being made even further away from Stroud.
- 2.25 It is a legal requirement to secure suitable accommodation, however, the provision of emergency hotel accommodation by external providers opens the Council to risk of providing unsuitable accommodation. For example, hotels with significant disrepair and/or inadequate facilities. Whilst the Council are committed to inspecting the accommodation we use for emergency accommodation, the Council have limited real time data and control over the standards of accommodation used when there is a requirement to procure accommodation at short notice especially when outside of the district.
- 2.26 In addition to the high costs, the limited availability and negative impact on the homeless applicant and their household, there is also a risk that the provider can legitimately terminate the placement with little or no notice. This is unsettling for the applicant and results in Council staff being required to take a further reactive approach to procuring alternative provision.
- 2.27 The Council have used and are likely to need to use hotel 'chains', such as Travelodge and Premier Inn for emergency placements. This is not uncommon for local housing authorities, however, there is a risk that the accommodation chain may decide that they will no longer accept bookings from SDC or other Council's due to homeless households presenting with more complex needs and/or after a negative booking experience. This is something local housing authorities have already encountered. Should the Council be restricted from using large hotel chains, this will deplete the limited options available further.

3 STRATEGIC PLAN

⁹ Section 189B, Housing Act 1996 (as amended) – the 'relief duty' requires housing authorities to help people who are homeless to secure accommodation.

- 3.1 Ensuring sufficient temporary accommodation are key priorities for the Council. The Council Plan 2021-26, at CW2.3 is *to prioritise the prevention of homelessness and invest in temporary accommodation*. The Homelessness Prevention Strategy 2019-24 sets out a number of priorities, including *to increase the provision of high-quality cost-effective temporary accommodation to meet increasing demand*.
- 3.2 A key priority of this strategy is to oversee the gradual transition from nightly paid hotel provision to more cost-effective methods of delivering temporary accommodation that will improve the outcomes for those in housing need. To do this the Council will review options to create a portfolio of temporary accommodation suitable for those in emergency housing need.
- 3.3 The data review in section 2.2-3 identified during 2023-24, the number of households the Council had in emergency accommodation averaged 42 and peaked at 52. Of the 52 placements, 6 were in Stroud owned properties and 5 within commissioned units at the Citadel. The Council is committed to keeping this data under continuous review to ensure this strategy will fulfil the needs of those applying as homeless.
- 3.4 It is the aspiration of this strategy is to deliver the majority of emergency accommodation placements in the district within Council owned stock or with a registered provider of social housing. To meet current and future demand the Council will:
- Gradually utilise up to 32 additional properties that are within the Councils portfolio to be used for temporary accommodation as they become void.
 - Review the suitability and use of existing units, such as independent living schemes to ensure these are best use of stock or to determine whether these could be repurposed for temporary accommodation if appropriate.
 - To explore the provision of additional units on parcels of Council owned land (garage sites and small sites) where appropriate and financially viable as part of the new build programme.
 - To explore opportunities to build and/or purchase new units of accommodation ourselves and with partners.
 - To build on existing external relationships to jointly procure and deliver additional long term temporary accommodation in the district.
- 3.5 The strategy sets out that 32 units of accommodation are to be used for emergency placements delivered over the 3-year life of this strategy. Adding these units to the existing provision in the district will mean there are 40 units available in the district.

Stroud provision	Units
Citadel House (Gloucester City Homes)	5
Former Site Officer	3
Units delivered in the strategy	32
Total	40

Table four: Proposed TA provision in Stroud

- 3.6 The review in section 2 showed that during 2023/24 that a minimum of 36 placements, an average of 43 and a maximum of 52 placements were made. By ensuring there are 40 units available in Stroud this will ensure the majority of placements can be made into accommodation in the district. Whilst it is the intention of the strategy to reduce the use

of nightly paid emergency housing, there will be occasions where nightly paid hotel accommodation it is the most appropriate option for a homeless applicant¹⁰.

- 3.7 A delivery plan is set out at Appendix A of how the Council will set to achieve the aim of delivering and managing temporary accommodation “in house” within the district over the next three years. The Council are in the advantageous position of having a housing team that have experience, knowledge and expertise in tenancy management who will be able to support homeless households in temporary accommodation during a housing duty that is owed.
- 3.8 By gradually introducing up to 32 units of emergency accommodation the intention of the strategy is that once achieved the numbers of households in nightly paid accommodation outside the district at any one time will not exceed 10 at any time in the future, unless due to exceptional reason outside of the Councils control.
- 3.9 Whilst the intention of this strategy is to reduce the use of emergency hotel provision. It is important to acknowledge that homelessness is often crisis led and there will be instances that hotel accommodation will be required and may be the most suitable placement depending on an individual’s circumstances.

Focus on move on from temporary accommodation:

- 3.10 The focus of this strategy is to ensure that over the next 3 years there is a sufficient supply of temporary accommodation, that is customer centred, represents best practice and offers value for money. However, the Council also must ensure that those who are supported into temporary accommodation have a package of support to sustain their temporary accommodation and to prepare for move on. The action plan includes further detail of the actions the team will take to reduce repeat homelessness and encourage improved long-term outcomes.
- 3.11 When households are placed into temporary accommodation with the Council, the Council will provide support to ensure the placement is successful. However, there may be instances where enforcement action becomes necessary if the tenant fails to adhere to the terms of the licence agreement in place. Households will be supported to understand their rights and responsibilities during their stay in temporary accommodation.

4 IMPACT AND SUCCESS METRICS

- 4.1 It is well documented that homelessness has a devastating impact on people’s health and wellbeing. The impact on implementing this strategy will mean that most households facing homelessness and who are owed an accommodation duty are provided with accommodation that is safe, secure and in the district. This means that households are able to stay close to family, friends and support networks, as well as employment and education. One measure of success of the strategy is if the percentage split of placements outside of the district in 2.9, shifts so that the majority of placements are made in the district.
- 4.2 The strategy sets out in the action plan an objective to develop a support package that is tailored to the individual needs of the household and will be focussed on supporting them to find stability during the uncertainty of their housing situation. This

¹⁰ As set out in section 17.33 of the Homelessness Code of Guidance: [Homelessness code of guidance \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/guidance/homelessness-code-of-guidance)

will include ensuring that they are able to pay the rent for the property and associated utility bills and that they are supported and ready for move on to permanent housing when it becomes available in the future.

- 4.3 The implementation of this strategy may have an impact on households applying for permanent social housing. For context, there were 3561 households registered and their application set to live on the housing register at 31/04/2024. Of these 3561 registered, 2 households were banded as “emergency”, the highest band available and 43 were banded as “gold”, the second highest band. By delivering this strategy and using 32 housing units as temporary accommodation, this will mean that there are 32 units less available for permanent housing, but the impact on those highest bands will be negligible.
- 4.4 It is however acknowledged that there will be some impact on the rest of the households waiting for social housing and it is therefore the intention of the strategy that as new units become available as purpose built temporary accommodation, the equivalent number of properties that had been removed from general needs for this strategy, would return to general needs stock. The delivery of new units will replace the units used initially which can then be returned for permanent housing.
- 4.5 The cost of providing emergency accommodation was highlighted in 2.16-17. The cost of emergency accommodation is broken into cost to the council i.e. the cost of the initial accommodation placement and the income recovered i.e. through housing benefit entitlement of the household being accommodated. Once the two figures have been considered together, it gives the total cost to the Council as benefit entitlement does not cover the full cost of accommodation. In the last two years the cost of emergency accommodation to the Council was £649,759.

	Spend	Income	Total cost
2022-23	£436,869	£147,305	£289,564
2023-24	£634,095	£273,900	£360,195
Total	£1,070,964	£421,205	£649,759

Table five: Total TA costs 2022-24.

- 4.6 It is anticipated that by delivering 32 units of temporary accommodation it will generate a small financial saving to the Housing Revenue Account as the rent chargeable for these units if let as temporary accommodation is greater than the rental return if let as general need properties, even though there are likely to be additional void periods. However, the greater savings are to the general fund as this strategy will significantly reduce the need for spend on private proprietor accommodation.
- 4.7 The table in Appendix B sets out a comparator of the statistics during 2023-24 and the ambitious targets the strategy aims to achieve. These targets are set in good faith of the current demand and trends, but there is acknowledgement that some success metrics are outside of the Councils control.

5 ROLES AND RESPONSIBILITIES

- The Strategic Head of Housing is responsible for the coordination of this strategy and updating Housing Committee on progress against the actions.
- The Head of Housing Solutions is responsible for managing the action plan and the strategy ongoing

- The owner of each action is set out within the action plan and progress is to be reported to the Strategic Head of Housing on progress against the timescales.

6 RELATED DOCUMENTS

The Temporary Accommodation Strategy links with the Council's following key documents:

- Council Plan 2021-26
- Homelessness Prevention Strategy 2019-24
- Homeseeker Plus Policy
- SWEPP (Severe Weather Emergency Protocol)

Further, the Strategy is in line with the following legislation:

- Housing Act 1985, Schedule 1, part 4
- Housing Act 1996 (as amended)
- Homelessness Reduction Act 2017
- Localism Act 2011
- Equality Act 2010

7 APPENDICES

- A. Temporary Accommodation Action plan
- B. Success Metrics

Appendix A: Temporary Accommodation Action plan

	Objective:	Lead Role(s)	Action:	Measure of success	Timeframe
1.	Gradually utilise properties that are within the Councils general needs portfolio to be used for temporary accommodation as they become void.	Head of Asset & Investment Head of Housing Solutions Head of Tenant Relationships Housing Advice Manager Senior Housing Strategy & Enabling Officer Senior Tenancy & Sustainment Officer Tenancy & Sustainment Officer	<ol style="list-style-type: none"> 1. Agree temporary accommodation "standards" i.e. determine void condition for letting. 2. Agree license and terms with One Legal 3. To define and agree referral and sign up processes. 4. To implement a process during the pre-tenancy inspections whether a property would be suitable for temporary accommodation. 5. To consider if any stock would be more suitable for long term or permanent temporary accommodation. 6. Ensure computer management systems are in designed and in place. 7. To repurpose a total of 32 general need properties before the end of the 2026-27 financial year. 8. To ensure appropriate reporting and monitoring on referral process and void turnaround 	<p>Processes and procedures agreed and in place</p> <p>10 general need properties to be repurposed and used as temporary accommodation.</p> <p>A further 12 general needs properties to be used as temporary accommodation.</p> <p>Final 10 properties for temporary accommodation</p>	<p>End September 24</p> <p>By end of March 25</p> <p>By end of March 2026</p> <p>By end of March 2027</p>
2.	Review the suitability and use of existing schemes, including independent living to determine whether these could be repurposed.	Head of Tenant Relationships Head of Housing Solutions Independent Living Manager Accountancy Manager	<ol style="list-style-type: none"> 1. To consider the appropriateness of existing housing schemes, such as independent living to consider whether this would be better suited for temporary accommodation. 2. To undertake a review of the level of demand/need for independent living to ensure repurposing is appropriate. 3. To consult with existing residents if changes are proposed 4. To review existing service level agreement for 3 units within guest rooms at the independent living schemes 	<p>Review of housing schemes completed and satisfied that these are being used as per demand.</p> <p>To repurpose the use of any schemes that are not suitable for their current use and to provide temporary accommodation.</p>	<p>End March 2025</p> <p>End September 2025</p>

			5. To ensure decisions have been made on the 3 legacy placements to determine next steps for these households		
3.	To explore the provision of modular pod units on parcels of Council owned land where appropriate and financially viable.	Head of Property Services New Homes and Regeneration Manager Head of Housing Solutions Head of Tenant Relationships Head of Asset & Investment Accountancy Manager	1. To review Council owned land, including garage sites to consider whether there is suitability for modular homes. 2. To appraise modular homes to identify options suitable for Stroud 3. To discuss proposals with planning colleagues 4. To fully review the costing model of a modular scheme, including repair, maintenance and voids costs 5. To explore grant and external funding opportunities 6. To deliver modular units for temporary accommodation	Modular units delivered and implemented	End March 2027
4.	To explore opportunities to build and/or purchase new units of accommodation.	Head of Housing Solutions New Homes and Regeneration Manager Accountancy Manager	1. To confirm the requirements for temporary accommodation 2. To review existing development sites and to consider the possibility of temporary accommodation units on the site 3. To regularly explore availability of land for purchase. 4. To liaise with partners about potential land for development. 5. To explore grant and external funding opportunities	Additional units are developed as temporary housing	Ongoing
5.	To build on existing external relationships to jointly procure and deliver additional long term temporary accommodation in the district.	Head of Housing Solutions	1. To discuss opportunities to deliver temporary accommodation in the district with partners. 2. To explore grant and external funding opportunities	Additional units are developed as temporary housing	Ongoing

6.	To deliver a package of support to sustain temporary accommodation tenancies	Head of Tenant Relationships Tenant Relationship Manager	<ol style="list-style-type: none"> 1. Legal agreement to offer licences or non-secure tenancies in place and agreed with One legal. 2. Develop a needs and risk assessment to be completed in order to provide a tailored support plan, including signposting and referral 3. Support package templates created 4. Ensure rent payments are set up and rent arrears are kept to a minimum 5. Ensure applicants are ready and able to “move-on” from temporary accommodation 	<p>Support packages in place</p> <p>100% of tenancies have a need and risk assessment completed prior to sign up.</p> <p>Rent arrears are kept low</p> <p>95% of all placements end with a positive move on</p>	<p>End August 2024</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
7.	To ensure suitable move on provision is in place	Head of Housing Solutions Housing Advice Manager	<ol style="list-style-type: none"> 1. Housing Advice team to continue to prioritise relief activities during initial placement 2. Timely decisions are made on homeless applications confirming what duty, if any, is owed 3. Households owed the main duty are accepted onto Homeseeker Plus and banded accordingly 4. Move on is agreed should rent accounts be clear 	Move on processes agreed and in place	End of August 2024

Appendix B: Success Metrics

Achieving the objectives of the strategy, which are to deliver temporary accommodation within Stroud is the main measure of success. Providing temporary housing in the district has well known health, emotional, educational and other benefits that are not able to be reported on. Successfully delivering the actions in the action plan at Appendix A will help to guide the success of the strategy.

In the table below, these additional success measures will be useful to self-assess against where the service is at the end of 2023-24 and again in the following three years of the strategy. The team have agreed ambitious targets that are largely outside of the Councils control and depend on external environment and factors.

	2023-24 Statistics	2026-27 Targets
Highest number of B&B placements at one time	41	10
Highest number of Travelodge placements at one time	15	2
Percentage of out of district placements	63.1%	15%
Spend on TA placements	£634,095	£100,000
Total spend on TA after recovery	£360,195	£75,000
Duplicate placements in year	28%	15%
Number of TA referrals refused	-	< 2%
TA support plans in place for households	-	> 98%
TA rent accounts paid on time	-	98%
Percentage of TA ended positively	-	95%
Percentage of TA users satisfied with the accommodation provided	-	95%