Melton Borough Council Homelessness & Rough Sleeping Strategy (2024 – 2029) Amended October 2026

Local Action Plan V1.2 (Update to Local Targets Nov 2026)
October 2026 – March 2029

Version	Amendment	Date	Officer	Designation
V1.0	Updated action plan	October 2026	Catherine Burton	Cabinet
V1.2	Baseline Metrics added to local targets	November 2026	Catherine Burton	Delegated decision

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Introduction & context

This three-year plan outlines Melton Borough Councils delivery priorities for preventing and responding to homelessness between July 2026 and March 2029. It supports the Council's updated Homelessness and Rough Sleeping Strategy, using the strategy's five priorities as the framework for action.

The plan should be read within the context of the Melton Borough Council Housing Strategy, which sets the broader context for housing supply, affordability, social housing and access to the private rented sector. It also links to local partner arrangements led by Leicestershire County Council, the ICB and NHS partners, housing providers, the voluntary and community sector.

This plan will be delivered during a period of uncertainty and change, with the region progressing through Local Government Reorganisation and transitioning to new unitary authorities and geographical footprints. Actions and delivery areas have therefore been prioritised with this in mind, and the plan is deliberately practical and selective.

Principles and values

The plan recognises the Council has statutory duties and a clear leadership role, but that ending homelessness also depends on the wider county working together around common priorities.

The Council and partners will focus on practical action, shared ownership, lived experience, evidence, dignity and accountability.

District Councils along with County Council, Housing Providers, Probation service, voluntary sector and health professionals work together across homelessness. Many partnerships underpin this wider network which ensures we have a robust approach to tackling the challenges Melton faces together.

Strategy and priorities

Melton Borough Council's Homelessness and Rough Sleeping Strategy is organised around five priorities. These continue to provide the framework for the council's approach to homelessness and rough sleeping, with the recent strategic review (July 2026) evidencing where we need to focus during the remaining years of the strategy's timeline.

Local governance, monitoring and reporting

Melton Borough Council benefits from a network of homelessness partnerships, operational forums and joint working arrangements. These arrangements provide strong foundations for delivery and have been recognised as a key strength of the local system. The homelessness review also identified opportunities to strengthen strategic leadership, accountability and coordination.

Governance element	Role
Melton Borough Council Leadership Team & Cabinet Member for Housing	Provide strategic leadership, approve priorities, oversee performance; and ensure homelessness remains a corporate priority
Homelessness Strategy Steering Group/ CHOG	Multi-agency strategic oversight group chaired by the Hinckley and Bosworth Borough Council Assistant Director Housing & Health. Meets quarterly and oversees delivery of Strategy and Action Plan, monitors performance against local targets, resolves barriers to delivery and promotes shared accountability across partners. Maintains formal links with the Housing Strategy governance arrangements, Health & Wellbeing Board, Community Safety Partnership, Safeguarding Partnerships and lived experience structures to ensure alignment across related strategies and programmes
Homelessness Forum	Wider stakeholder engagement forum bringing together statutory services, housing providers, voluntary and community organisations, experts by experience and wider civic partners. Supports collaboration, challenge and shared learning
Lived Experience	Provide challenge, insight and coproduction around service design, implementation and review, particularly for people experiencing multiple disadvantage
Leicestershire Rough Sleeper Service	Coordinate operational and strategic responses to rough sleeping, including delivery of the long-term rough sleeping partnership plan
Sub-regional and thematic partnerships	Support delivery of specific pathways and wider housing market challenges
Council scrutiny and review	Receive performance updates, review progress against targets and provide democratic accountability for delivery of the Strategy and Action Plan

Implementation and delivery approach

This plan uses a range of delivery/ implementation methods depending on the action:

- “Business as usual” – actions picked up during ongoing service improvement and delivery activity
- Traditional projects or task and finish groups – time-limited partnership group/ structure set up to coordinate delivery of the action and associated outcomes. May require a business case then pilot/ implementation, or could support delivery of “quick wins” in shorter timeframes

- Test and learn approach – Useful for dealing with complex, high-risk challenges where there's uncertainty and evidence gaps. Iterative cycles of testing changes in practice, reviewing what is happening and what we are learning, then deciding what to continue, adapt, stop or scale

Partnership working

Preventing and reducing homelessness in Melton depends on effective partnership working. Whilst Melton Borough Council has a clear leadership and statutory role, no single organisation can address the causes and consequences of homelessness alone.

The Council and partners will continue to strengthen pathways for people leaving public institutions, reflecting the national ambition that nobody should leave prison, hospital or care into homelessness. Existing protocols and partnership arrangements will be reviewed and strengthened where required, with a focus on early identification, coordinated discharge planning, information sharing, accommodation pathways and ongoing support following transition. Partnership arrangements will make best use of the county's collective resources, expertise and assets; whilst ensuring experts by experience continue to shape the design, delivery and improvement of local services.

Action Plan

As per the Homelessness Code of Guidance (2.11), all local authorities should have in place an Action Plan that underpins delivery of the local Homelessness Strategy. This is now a grant funding requirement for all those in receipt of the Homelessness, Rough Sleeping and Domestic Abuse Grant.

Action Plans must be regularly updated and include a measurable target framework for each relevant Local Outcomes Framework metric on homelessness and rough sleeping. For each metric, the Council will record the local baseline, annual target, data source, reporting frequency, responsible lead and governance route for escalation where performance is off track.

Local Targets (Local Outcome Metrics)

This action plan includes a set of local outcome measures that will be used to track progress in reducing homelessness and improving housing stability across the borough. The measures reflect both national homelessness priorities and local ambitions, providing a clear framework for monitoring whether the actions within this plan are delivering the intended impact.

Baseline positions will be established using the most recent available data and will be reviewed alongside historic trends, benchmarking information and performance in comparable local authority areas. Annual milestones have been identified to support continuous improvement over the life of the plan, recognising that progress may be influenced by wider economic conditions, housing market pressures, welfare reform and other factors beyond the direct control of individual partners.

The targets are intended to provide a practical indication of the direction and scale of change that the Council and its partners are seeking to achieve, rather than serving solely as performance measures. They will be used to support accountability, identify areas requiring additional intervention and inform future service development.

Progress against each measure will be reported through the Homelessness and Rough Sleeping Outcomes Framework and reviewed regularly by the Homelessness Strategy Steering Group. Where performance indicates that outcomes are not being achieved at the expected rate, partners will work collaboratively to understand barriers, identify corrective actions and, where necessary, re-prioritise activity to ensure the objectives of the action plan remain on track.

Metric	Baseline (Sept 2025)	Year 1 Target (Sept 2026)	Year 2 Target (Sept 2027)	Year 3 Target (Sept 2028)	Direction
Rate of households in temporary accommodation with children per 1,000 households	0.58 per 1,000	0.54 per 1,000	0.50 per 1,000	0.46 per 1,000	Reduce by 20% from the September 2025 baseline over three years
Number of people sleeping rough on a single night	0	0	0	0	Maintain
Percentage of duties where homelessness was prevented or relieved	38.9%	41.49%	44.09%	46.68%	Increase by 20% relative to the September 2025 baseline over three years.
Percentage of duties where homelessness was prevented or relieved for households experiencing multiple disadvantage	200%*	100%	100%	100%	This metric is still developing and we expect data quality to improve over time. While this work continues, it will be used for monitoring purposes only and will not be used for escalation decisions.

Metric	Baseline (Sept 2025)	Year 1 Target (Sept 2026)	Year 2 Target (Sept 2027)	Year 3 Target (Sept 2028)	Direction
Number of people sleeping rough over the month who are long-term rough sleepers	1	0	0	0	Eliminate and maintain at zero
Number of families in B&B accommodation for more than 6 weeks	0	0	0	0	Eliminate and maintain at zero

*During July to September 2025, Melton had 1 household experiencing multiple disadvantage assessed as owed a prevention or relief duty. During the same period, 2 households experiencing multiple disadvantage secured accommodation for six months or more following the end of a relief duty, with no successful prevention duty outcomes recorded. This resulted in a performance figure of 200%.

Action Plan

Priority One: To reduce demand for emergency homeless action through proactive support

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
Ensure the homelessness service provided by MBC is fit for purpose and focused on early prevention.	1.1	Complete a service review and gap analysis of homelessness advice, prevention, digital information, written communications and accessibility, including customer feedback, complaints learning and equality considerations.	Review completed; improvement plan agreed; customer information updated; annual audit shows improved prevention advice and case quality.	SLSC / SLEC	Mar 2027, then annual review	Builds on existing service mapping, training records, website review and customer service review actions.
Ensure staff have the skills, tools	1.2	Maintain a rolling training programme covering	Training record maintained; annual homeless case	SLSC	Quarterly monitoring	Existing training records and legislation

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
and confidence to prevent homelessness earlier.		homelessness legislation, prevention tools, affordability, debt, trauma informed practice, mediation, domestic abuse, complex needs and pathways for priority groups.	audit completed; improvement actions identified and tracked.			training to continue and be widened to reflect amended strategy priorities.
Secure whole-council and partner commitment to preventing homelessness before crisis point.	1.3	Embed homelessness prevention across council services and partner forums, including housing, community services, tenancy services, safeguarding, police, health, criminal justice, registered providers and voluntary sector partners.	Prevention risks and performance reported through agreed council and partnership governance; attendance at key forums recorded; partner referral routes reviewed.	SLSC	Ongoing, reported at least annually	Combines existing corporate reporting, JAG, safeguarding and community forum activity into a clearer accountability action.
Increase early intervention and planned moves where households cannot remain safely in their home.	1.4	Strengthen early intervention routes for households at risk due to rent arrears, affordability, landlord notices, tenancy disputes, domestic abuse, relationship breakdown or financial hardship.	Successful prevention outcomes increased by at least 5% in 2026/27, 8% in 2027/28 and 10% in 2028/29 against the confirmed 2025/26 baseline; crisis presentations where earlier support was possible reduced by 5% each year; 100% of duty to refer and partner referral data reviewed quarterly; and annual case audit confirms improved prevention advice, earlier intervention and tracked learning.	SLSC / HOO / HO	Mar 2027	Includes existing duty to refer, debt advice, affordability tool, tenancy sustainment and mediation actions.

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
Improve communication and engagement with private landlords and letting agents.	1.5	Develop and maintain a communications plan for private landlords and letting agents, including information on prevention support, landlord advice, renters reform changes, incentives, referrals and tenancy sustainment.	Communications plan in place; landlord contact list maintained; landlord engagement activity recorded; referrals and prevention outcomes from private rented sector monitored.	SLSC / HOO / SEHO	Oct 2026, then annual refresh	Updates the existing landlord forum, private rented sector and communications plan actions.
Work closer with community services to improve advice and support.	1.6	Work with the Community Support Hub and local partners to develop a homelessness support forum and shared advice offer for residents at risk of homelessness.	Forum established or existing forum strengthened; partner mapping completed; advice routes published and reviewed.	SLSC / SM	Mar 2027	Retains the existing Community Support Hub action and links it more clearly to prevention and early help.
Implement a new homelessness governance and accountability framework	1.7	Establish new multi-agency Homelessness Strategy Steering Group by Dec 2026	Steering group established	SLSC/SM	Dec 2026	

Priority Two: Increase the number of positive outcomes for homeless households

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
Actively pursue opportunities to work proactively with the private rented sector.	2.1	Develop a private rented sector access and sustainment offer, including landlord engagement, incentives, advice on renters reform, support for households on benefits and early referrals from letting agents.	Number of landlord contacts, referrals, prevention outcomes and private rented sector duty discharges monitored annually.	SLSC / HOO / SEHO	Mar 2027, then annual review	Brings together existing landlord communication, incentives, referrals and enforcement-link actions.
Explore supported accommodation available to Melton residents and ensure it meets local needs.	2.2	Map supported accommodation provision, demand, access criteria, barriers, move-on issues and unmet need for Melton residents, including people with multiple or complex needs.	Supported accommodation map completed; demand and barriers reported; move-on issues escalated through relevant partnership routes.	SLSC / TLCM	Jan 2027	Builds on existing Northgate support needs monitoring and supported accommodation work.
Improve pathways for people leaving prison or at risk of homelessness due to contact with the criminal justice system.	2.3	Continue to support the Leicester, Leicestershire and Rutland prison release protocol, pre-release panel and data recording so people leaving custody receive earlier housing advice and planned accommodation options.	Attendance recorded; prison related duty to refer activity monitored; crisis presentations following release reviewed through case audit.	SLSC / HOSO	Ongoing, annual review	Retains the regional protocol, pre-release panel and Northgate recording actions.
Develop a multi-agency subregional approach to domestic abuse.	2.4	Work with domestic abuse partners to refresh protocols, communication routes, survivor safety planning, sanctuary options and homelessness pathways for domestic abuse survivors.	Protocol reviewed; attendance at DASPB and relevant groups maintained; domestic abuse homelessness approaches and outcomes monitored.	SLSC	Dec 2026, then annual review	Updates the existing domestic abuse protocol, communications and policy review actions.

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
Identify pathways into appropriate support for veterans.	2.5	Maintain and promote a veterans housing and support pathway, including links to mental health, PTSD support, Armed Forces networks and specialist advice.	Annual review of veteran support services completed; referrals and outcomes recorded where identified.	AFC / SLSC	Annual review	Retains the existing veterans knowledge-base action and links it to pathway outcomes.
Prevent homelessness for care leavers, people leaving hospital and ex-offenders.	2.6	Refresh protocols for care leavers, 16/17 year olds, hospital discharge, prison release and adult social care transitions so accommodation is planned and emergency temporary accommodation is avoided where possible.	Protocols reviewed; cases audited; number of crisis presentations from institutional pathways monitored.	SLSC / MHNL / LCC partners	Dec 2026	Combines care leaver, hospital discharge, Lightbulb, prison release and transitions actions.
Reflect Children's Wellbeing and Schools changes in homelessness prevention and move-on planning.	2.7	Strengthen the care leaver housing pathway, links with education and children's services, safeguarding arrangements and corporate parenting responsibilities in homelessness prevention.	Care leaver pathway reviewed; education and children's services links identified; corporate parenting implications considered in relevant cases and annual review.	SLSC / LCC Children's Services	Mar 2027	New action added to reflect the amended strategy wording.

Priority Three: Reduce the need for expensive nightly paid emergency accommodation

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
Establish the best use of emergency accommodation in the Melton area.	3.1	Develop a temporary accommodation and B&B reduction plan covering supply, demand, suitability, cost, length of stay, family placements,	Plan agreed; 2025/26 baseline established; quarterly reporting in place for households in temporary accommodation, B&B and nightly paid	SLSC / TAO	Mar 2027	Builds on the existing temporary accommodation review and SLT paper.

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
		move-on routes and use of council stock.	placements, average and median length of stay, family placements, suitability issues, move-on outcomes and gross/net cost. B&B and nightly paid placements reduced by at least 5% in 2026/27, 10% in 2027/28 and 15% in 2028/29 against baseline.			
Explore emergency accommodation options that are best value for the council and residents.	3.2	Review procurement, pricing and quality of emergency accommodation, including nightly paid accommodation and local B&B arrangements, to secure value for money and reduce unsuitable placements.	Provider rates, suitability checks, complaints and placement quality issues recorded quarterly; alternative supply options assessed; net temporary accommodation cost per household reduced by 5% by March 2028 and 10% by March 2029; and any increase in nightly paid or unsuitable placements escalated with a corrective action plan.	SLSC / TAO	March 2027	Retains existing provider rate and value-for-money actions. Suitability for temporary accommodation policy in place October 2026
Improve monitoring and management of temporary accommodation.	3.3	Improve case recording, reporting and early warning systems for temporary accommodation, including arrears, anti-social behaviour, damage, complaints, safeguarding and support needs.	Northgate and Government reporting improved; 100% of temporary accommodation placements recorded with placement type, start date, household composition, suitability status and	SLSC / HOSO / TAO	Review Mar 2027	Builds on existing Northgate monitoring and warning system actions. TA officer in post

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
			support needs; early warning procedure in place; arrears, complaints, safeguarding, anti-social behaviour and support issues reviewed monthly; and unresolved risks escalated within 10 working days.			
Introduce a formal support offer for households in emergency accommodation.	3.4	Maintain and review a tailored support package for households in emergency accommodation, including rights and responsibilities, move-on planning, affordability, school and employment impacts, health and wellbeing, and referral routes.	Support offer published and reviewed annually; 100% of households receive written information at placement; 95% receive an initial welfare and move-on contact within 5 working days; feedback and complaints reviewed annually; and improvement actions tracked through the temporary accommodation scorecard.	TAO / HO	Annual review	Existing temporary accommodation support document completed; action broadened for annual review.
Reduce length of stay and improve move-on from temporary and supported accommodation.	3.5	Work with supported housing providers, registered providers and internal housing teams to identify barriers to move-on and improve access to suitable settled accommodation.	Move-on barriers reviewed quarterly; supported housing bed blocking monitored; average length of stay in temporary and supported accommodation reduced by 5% each year against the 2025/26 baseline; successful move-on to suitable settled	SLSC / TSM / TLCM	Mar 2027	Combines supported housing move-on and allocations policy actions.

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
			accommodation increased by at least 10% by March 2029; and allocations or move-on barriers escalated where required.			
Maximise recovery of temporary accommodation costs.	3.6	Implement an income and accounting process covering Housing Benefit claims, charges for households not receiving full benefit, VAT recovery and correct accounting treatment.	90% of Housing Benefit claims submitted within five working days; VAT treatment and accounting process agreed with Finance by March 2027; income, arrears, write-offs, VAT and account reconciliations reported monthly.	SLSC / TAO / Benefits / Finance	Mar 2027	Existing Housing Benefit, charging, VAT recovery and accounting work brought together into one action.

Priority Four: Better meeting the needs of those with complex needs

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
Monitor and evaluate demand across council services for people with complex needs.	4.1	Agree and use a local definition of complex cases so cases can be identified, monitored and reviewed consistently across homelessness, housing, community safety and partner services.	Definition agreed; complex cases flagged in case recording; annual audit includes complex needs and repeat approaches.	SLSC	Annual Review	Strengthens the existing complex case definition action.
Improve multi-agency case coordination and escalation for complex cases.	4.2	Use Adults at Risk, VARM, safeguarding, mental health, social care, community safety and housing forums to coordinate support, unblock	Referral routes documented; attendance and case outcomes recorded; barriers	SLSC / HO	Ongoing, annual review	Builds on existing work to increase use of multiagency forums.

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
		barriers and monitor outcomes for people with multiple needs.	escalated through relevant partnership boards.			
Improve access to mental health and social care support for people at risk of homelessness.	4.3	Work with Leicestershire County Council, health and social care partners to roll out and strengthen homelessness mental health support, discharge planning and community support routes in Melton.	Referral pathway agreed; referral activity reviewed; discharge protocol and support routes monitored.	SLSC / MHNL / LCC partners	Oct 2026	Builds on existing Lightbulb, discharge protocol and mental health neighbourhood links.
Improve tailored support for people with disabilities, learning difficulties, autism or additional support needs.	4.4	Review advice, assessment and reasonable adjustment arrangements for people with additional needs, including staff training and accessible information.	Procedure updated; staff training identified; customer feedback and case audit reviewed.	SLSC / SLEC	Oct 2026	Updates the existing action on tailored advice for specific client groups.
Reduce repeat homelessness approaches from people with complex needs.	4.5	Use case reviews to identify learning from repeat approaches, failed placements and unresolved support needs, then agree action with partners to improve sustained outcomes.	Repeat approaches monitored; case reviews completed; actions tracked through governance arrangements.	SLSC	Annual review	New action added to reflect the amended strategy emphasis on repeat approaches and sustained outcomes.

Priority Five: End Rough Sleeping

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
Work with Leicestershire districts and Leicester City colleagues to ensure rough sleeping is rare, brief and non-recurring.	5.1	Continue to contribute to Leicester, Leicestershire and Rutland rough sleeping partnership arrangements, RSI funding activity and annual ending rough sleeping planning.	Partnership meetings attended; funding opportunities pursued; local actions reflected in annual ending rough sleeping plan.	SLSC	Ongoing	Updates the existing countywide RSI funding action.
Improve rapid response and outreach arrangements.	5.2	Ensure reports of rough sleeping are responded to quickly through StreetLink, local intelligence, outreach routes and severe weather arrangements.	Reported and verified rough sleeping monitored; response times reviewed; severe weather arrangements confirmed annually.	SLSC / HO	Annual review before winter	Builds on existing StreetLink promotion and public awareness activity.
Work with supported accommodation providers to increase support for rough sleepers.	5.3	Implement multi-disciplinary case management for people sleeping rough or at risk of sleeping rough, with clear links to supported accommodation, mental health, substance use, safeguarding and move-on support.	Case management route agreed; repeat rough sleeping monitored; sustained accommodation outcomes reviewed.	SLSC / TLCM	Dec 2026	Strengthens the existing multidisciplinary case management action.
Improve assessment and housing planning for rough sleepers.	5.4	Use a shared housing plan template to assess accommodation, support needs, risk, move-on options and whether needs can be met in available provision.	Template agreed and shared; cases reviewed through partnership arrangements; outcomes recorded.	SLSC	Ongoing	Updates the existing housing plan template action.

Objective	Ref	Action	How outcome is measured	Lead officer	Timescale	Progress/updates
Promote StreetLink and public reporting routes.	5.5	Promote StreetLink and local reporting routes through internal teams, partners, social media and public communications, while discouraging activity that sustains street lifestyles.	Communications issued; staff and partner awareness raised; reports and outcomes monitored.	SLSC / Communications	Annual campaign and ongoing reminders	Refreshes the existing StreetLink and public awareness action.

Key:

SLSC – Strategic Lead Supporting Communities

SLEC – Strategic Lead Empowering Communities

TSM – Tenancy Services Manager

TLCM – Team Lead case Management

MHNL – Mental Health Neighbourhood Lead

HOO - Housing Options Officer

HOSO – Housing Options Support Officer

TAO – Temporary Accommodation