Local Outcomes Framework Action Plan Addendum

2026-2028









COTSWOLD
District Council

Since the adoption of Cotswold District Council's Preventing Homelessness Strategy 2025-2030, the national policy context for homelessness and rough sleeping has evolved significantly. The Government's National Plan to End Homelessness and the Ministry of Housing, Communities and Local Government's (MHCLG) Local Performance and Accountability Toolkit have introduced new expectations for local authorities receiving Homelessness, Rough Sleeping and Domestic Abuse Grant funding. These include the requirement to publish an Action Plan that demonstrates how local services and partners will improve outcomes against the six homelessness and rough sleeping measures within the Local Outcomes Framework (LOF).

Cotswold District Council welcomes this renewed focus on prevention, accountability and partnership working. The principles set out within the Local Outcomes Framework strongly align with our existing Preventing Homelessness Strategy, which places homelessness prevention at the heart of everything we do and recognises that homelessness is best addressed through early intervention, strong partnerships and access to suitable accommodation.

This addendum does not replace the Preventing Homelessness Strategy 2025-2030. Instead, it builds upon our existing priorities and action plan by setting out the additional actions, governance arrangements and performance measures required to deliver the Local Outcomes Framework outcomes and national homelessness ambitions. It provides a clearer link between our strategic objectives and how success will be measured over the period 2026 to 2028.

The Local Outcomes Framework focuses on six core measures:

- Reducing the number of households with children living in temporary accommodation.
- Eliminating the use of Bed and Breakfast accommodation for families beyond the statutory six-week limit.
- Increasing the proportion of homelessness cases where homelessness is successfully prevented or relieved.
- Improving outcomes for households experiencing multiple disadvantage.
- Reducing rough sleeping.
- Preventing long-term rough sleeping.

Cotswold has a strong track record in a number of these areas. The district continues to maintain very low levels of rough sleeping, has avoided the use of Bed and Breakfast accommodation for families beyond six weeks and has invested in local accommodation and support pathways that have helped prevent homelessness for many residents. However, our review also identified opportunities to strengthen prevention outcomes, improve support for households experiencing multiple disadvantage and further enhance partnership arrangements with health, social care, criminal justice and voluntary sector services.

The Toolkit places particular emphasis on earlier intervention, improved data and performance management, stronger governance and a coordinated multi-agency response for people facing the most complex challenges. In response, this addendum introduces new actions focused on prevention, institutional discharge pathways, temporary accommodation management, partnership accountability and improved monitoring of outcomes for households experiencing multiple disadvantage. These changes will help ensure that local services remain effective, evidence-led and responsive to changing needs.

Whilst the Council has a clear leadership role, preventing homelessness is a shared responsibility. Achieving the ambitions set out within this addendum will require the continued commitment of Registered Providers, Gloucestershire County Council, Gloucestershire Housing Partnership, health partners, criminal justice agencies, local businesses, community organisations and people with lived experience of homelessness. Together, we will continue to work towards our shared ambition that homelessness in Cotswold is rare, brief and non-recurring.

This addendum will be reviewed annually to ensure that it continues to reflect local need, national requirements and our collective progress towards the Local Outcomes Framework targets.



Councillor Juliet Layton

Deputy Leader / Cabinet Member for Housing & Planning

Local Homelessness Action Plan 2026-2028

Introduction and Context

This two-year action plan sets out how Cotswold District Council (CDC) and its partners will deliver improvements in homelessness prevention, relief and rough sleeping outcomes between 2026 and 2028.

The plan supports delivery of the Council's Preventing Homelessness Strategy and responds directly to the Local Outcomes Framework measures required by MHCLG. It reflects local circumstances, including:

- A relatively low use of temporary accommodation
- Very low levels of rough sleeping
- Significant rurality and access challenges
- A need to improve prevention and relief outcomes
- A need to improve outcomes for households experiencing multiple disadvantage

Priorities for 2026-2028

Drawing on the homelessness review findings and CDC's Local Outcomes Framework targets, six key delivery themes have been identified to support the four strategic priorities within the Preventing Homelessness Strategy.

Priority	Focus
1	Strengthen early prevention and targeted intervention
2	Improve access to accommodation and private rented housing
3	Reduce reliance on temporary accommodation
4	Improve outcomes for households experiencing multiple disadvantage
5	Prevent rough sleeping and improve discharge pathways
6	Strengthen partnership working, performance monitoring and accountability



Local Governance, Monitoring and Reporting

The current Preventing Homelessness Strategy and Action did not have a defined governance structure similar to that recommended in the Toolkit.

As a result of the review, Cotswold will establish governance arrangements to oversee delivery of the action plan and monitor progress against local targets as recommended by the Toolkit.

Governance Structure

Cabinet Member for Housing

- Strategic leadership and accountability.

Housing Management Team

- Oversight of operational delivery.
- Quarterly review of performance against targets.
- Coordination of responses to rough sleeping, anti-social behaviour and community safety concerns.

Senior Leadership Team and Scrutiny

- Annual review of action plan performance and outcomes.
- Performance will be reviewed quarterly and formally reported annually.

Gloucestershire Homelessness Partnership*

- Multi-agency oversight.
- Quarterly performance review.
- Monitoring of partnership actions.

*__Gloucestershire Homelessness Partnership__ is made up of a collaboration between the six district authorities and the County Council, plus representatives from multiple agencies, including:

- Gloucestershire County Council
- Registered Providers
- Gloucestershire Health and Care NHS Foundation Trust
- NHS Integrated Care Board
- Probation Service
- P3
- Domestic Abuse Services
- Substance Misuse Services



Partnership Working

Reducing homelessness in Cotswold requires coordinated action across housing, health, social care, criminal justice agencies and voluntary sector partners.

Partnership arrangements will focus on:

- Earlier identification of households at risk.
- Strengthening Duty to Refer pathways.
- Improved prison release and hospital discharge arrangements.
- Developing pathways for individuals experiencing multiple disadvantage.
- Coordinated tenancy sustainment support.
- Sharing data and intelligence to identify emerging risks and repeat homelessness.

Particular attention will be given to ensuring that nobody leaves a hospital, prison or care setting into homelessness wherever possible.

Temporary Accommodation Suitability

The Council will review its current Temporary Accommodation Suitability guidance to create a new Temporary Accommodation Strategy covering:

- suitability assessments;
- accommodation quality standards;
- safeguarding considerations;
- placement location decisions;
- education and healthcare access;
- family accommodation standards;
- regular accommodation reviews.

Local Targets

Metric	Baseline Sept 2025	Year 1 Target 2027	Year 2 Target 2028	Direction
Households with children in temporary accommodation per 1,000 households	0.14	0.14	0.14	*Maintain
People sleeping rough on a single night	1	1	0	Reduce to zero
Prevention and relief duties ending successfully	48%	50%	52%	Increase 4 percentage points
Prevention and relief duties ending successfully for households experiencing multiple disadvantage	20%	25%	30%	Increase by 10 percentage points
Long-term rough sleepers over the month	0	0	0	Maintain zero
Families in B&B over six weeks	0	0	0	Maintain zero

The national average is 3.51 households with children in temporary accommodation per 1,000 households, so Cotswold is already performing significantly better on this metric.

These targets represent the first stage of a longer improvement trajectory towards the Government's end-of-Parliament targets and will be reviewed annually.

Action Plan Addendum

Priority 1: Preventing Homelessness

Strategic Objective

Put homelessness prevention at the heart of everything we do by intervening earlier, identifying risk sooner and supporting households to remain in accommodation wherever possible.

Additional LOF-Focused Actions

Action	Milestone	LOF Measure
Introduce quarterly prevention performance reviews using H-CLIC data and case audits	December 2026	Prevention and Relief Success
Develop an Early Warning Framework with Revenues, Benefits, RPs and support services to identify households at risk	March 2027	Prevention and Relief Success
Review use of Prevention Fund, DHP and Household Support funding to maximise prevention outcomes	Annual review	Prevention and Relief Success
Establish prevention outcome targets by customer cohort (young people, domestic abuse, prison leavers, refugees)	September 2027	Prevention and Relief Success

Contribution to LOF Targets and key delivery aims

Supports:

- Early prevention and targeted intervention
- Increase successful prevention and relief outcomes from 48% to 52%
- Reduce reliance on temporary accommodation
- Reduce the number of households in temporary accommodation
- Sustaining zero B&B placements over six weeks



Priority 2: Establishing Effective Partnerships and Working Arrangements

Strategic Objective

Ensure partners work collectively to identify risk earlier, prevent homelessness and improve outcomes for vulnerable groups.

Additional LOF-Focused Actions

Action	Milestone	LOF Measure
Review and strengthen Duty to Refer arrangements	March 2027	Prevention Success
Establish formal prison release pathway	March 2027	Rough Sleeping
Establish formal hospital discharge pathway	March 2027	Rough Sleeping
Introduce multi-agency case reviews for households experiencing multiple disadvantage	December 2026	Multiple Disadvantage

Contribution to LOF Targets and key delivery aims

Supports:

- Multiple disadvantage outcomes from 20% to 30%
- Prevention success
- Rough sleeping reduction
- Strengthens partnership working, performance monitoring and accountability

Monitoring Multiple Disadvantage Outcomes

CDC will establish a quarterly Multiple Disadvantage Performance Framework to:

- identify households presenting with three or more recognised disadvantage factors;
- monitor prevention and relief outcomes for the cohort;
- review repeat homelessness and accommodation sustainment;
- undertake multi-agency case reviews;
- report progress quarterly

Metrics monitored will include:

- successful prevention outcomes;
- successful relief outcomes;
- repeat homelessness;
- rough sleeping history;
- tenancy sustainment;
- engagement with support services.

Priority 3: Supporting Rough Sleepers to Address Their Housing and Other Needs

Strategic Objective

Maintain Cotswold's strong performance on rough sleeping while ensuring no-one experiences repeated or long-term rough sleeping.

Additional LOF-Focused Actions

Action	Milestone	LOF Measure
Contribute to and support the Countywide Rough Sleeping Strategy	March 2027	Rough Sleeping
Ensure the continuation of rapid response arrangements for newly identified rough sleepers via the Outreach contract	December 2027	Rough Sleeping
Monitor repeat rough sleeping monthly	Ongoing	Long-Term Rough Sleeping
Review Housing First model and identify opportunities for expansion	September 2027	Multiple Disadvantage
Develop personalised support plans for all rough sleepers identified through outreach	Ongoing	Rough Sleeping

Contribution to LOF Targets and key delivery aims

Supports:

- Single night rough sleeping reduction from 1 to 0
- Maintain 0 long-term rough sleepers
- Prevent rough sleeping and improve discharge pathways



Priority 4: Increasing Accommodation Options

Strategic Objective

Increase access to suitable permanent and temporary accommodation and reduce reliance on emergency accommodation.

Additional LOF-Focused Actions

Action	Milestone	LOF Measure
Publish Temporary Accommodation Suitability Strategy	December 2026	Temporary Accommodation
Review TA demand and future supply requirements	March 2027	Temporary Accommodation
Expand landlord engagement programme	March 2027	Prevention Success
Strengthen move-on pathways from emergency accommodation	Ongoing	Temporary Accommodation
Maintain elimination of B&B use beyond six weeks for families	Ongoing	B&B

Contribution to LOF Targets and key delivery aims

Supports:

- Maintain the rate of households with children in temporary accommodation at 0.14 per 1,000 households
- Maintain zero use of B&B accommodation for families beyond six weeks
- Improve prevention outcomes through greater accommodation access
- Reduce reliance on temporary accommodation











COTSWOLD
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Introduction

Since the adoption of the Homelessness and Rough Sleeping Strategy, Publica's Housing Solutions Service has continued to work closely with partner organisations across Gloucestershire to prevent homelessness, reduce rough sleeping and improve access to suitable accommodation.

The demand for homelessness services continues to be influenced by a range of factors including affordability pressures within the private rented sector, the ongoing cost of living challenges, limited availability of affordable housing and increasing levels of household complexity. In response, the Council has maintained a strong focus on early intervention, partnership working and the development of sustainable housing solutions.

This update provides an overview of progress against the Action Plan and highlights the work undertaken by Housing Solutions, Registered Providers, Gloucestershire partners, and commissioned services to deliver the objectives set out within the Strategy.

It also identifies areas where further development is planned to ensure the Council continues to respond effectively to emerging housing and homelessness challenges.

Key Achievements:

Since the publication of the Strategy, significant progress has been made across several priority areas, including:

Prevention and Early Intervention

- Continued delivery of homelessness prevention activity through early intervention and targeted support.
- Strengthened use of prevention tools, funding and tenancy sustainment measures to help households remain in settled accommodation.
- Enhanced monitoring and analysis of homelessness trends to inform service development and resource planning.

Partnership Working

- Continued active participation in the Homelessness Partnership Operational Group (HPOG) and wider Gloucestershire homelessness partnerships.
- Strengthened engagement with Registered Providers to support tenancy sustainment, prevent evictions and improve access to accommodation.
- Ongoing development of joint working arrangements with statutory, voluntary and community sector partners.

Supporting Residents with Complex Needs

- Continued development of the Complex Needs approach, supporting residents experiencing multiple disadvantages.
- Closer partnership working with health, support and outreach services to improve outcomes for vulnerable households.
- Ongoing implementation of Housing First and other tailored accommodation pathways.

Rough Sleeping

- Continued focus on preventing rough sleeping through proactive intervention and outreach activity.
- Effective partnership working with commissioned services to identify, engage and support people at risk of sleeping rough.
- Maintenance of consistently low levels of rough sleeping within the district compared with many comparable authorities

Accommodation and Housing Pathways

- Embedding the Temporary Accommodation Service Standard to improve customer experience and quality assurance.
- Improved move-on planning and partnership working to support access to settled accommodation.
- Continued work with Registered Providers and private sector landlords to maximise accommodation opportunities for residents in housing need.
- Continued successful operation of specialist emergency accommodation schemes and Housing First provision, supporting households with complex needs and reducing the need for bed and breakfast accommodation.

Service Improvement

- Strengthened use of customer feedback, complaints and learning to inform service improvement.
- Ongoing workforce development and service review activity to ensure resources remain aligned to service demand.
- Continued commitment to developing services that are customer-focused, prevention-led and responsive to local housing pressures

Emerging Priorities for 2026/27

- Development of a Temporary Accommodation Policy.
- Embedding revised Care Leaver arrangements.
- Further strengthening partnerships with Registered Providers.
- Responding to private rented sector reform.
- Increasing move-on accommodation options.
- Ongoing review of homelessness prevention approaches.
- Implementation and monitoring of the new Local Outcomes Framework targets, specifically those relating to supported households experiencing multiple disadvantage (Addendum 2026-2028).

Cotswold District Council remains committed to preventing homelessness wherever possible through early intervention, effective partnership working and the provision of suitable housing solutions. The actions outlined in this update will continue to support delivery of the Preventing Homelessness Strategy and ensure services remain responsive to emerging local needs and national policy changes.

Priority 1: Put Homelessness Prevention at the heart of everything we do

What do we want to achieve?	What are we going to do to achieve this?	Actions 2025/26	Progress September 2026
Put Homelessness Prevention at the heart of everything we do	Monitor and act on the impact of the implementation of the Homelessness Reduction Act within the council's Housing Solutions Team and wider housing services.	Monitor the impact of the Homelessness Reduction Act (HRA) on housing services and customer outcomes.	Homelessness Reduction Act casework monitoring has been completed through quarterly service reviews. Findings have informed changes to case allocation, prevention activity and support pathways delivered by the Housing Solutions Team.
		Review H-CLIC data quarterly, perform case reviews on Housing casework	Quarterly H-CLIC reviews have identified key trends in presentations, including increasing pressures from private rented sector affordability and family exclusion. Findings are informing service planning and staff training priorities.
		Collect feedback from partner agencies and other internal services.	Feedback has been gathered from Gloucestershire services, Registered Providers, and commissioned support providers. Key themes including earlier intervention and improved referral pathways are being incorporated into service development.
	Develop further preventative actions based on the evidence of what has previously been successful in preventing homelessness	Integrate local and national homelessness prevention data to improve services.	Local homelessness data has been combined with Gloucestershire-wide rough sleeping, temporary accommodation and support service data to help target prevention resources more effectively across the district and inform commissioning decisions with our partners.

Put Homelessness Prevention at the heart of everything we do	Develop further preventative actions based on the evidence of what has previously been successful in preventing homelessness	Compare our service to our Nearest Neighbours (demographically not geographically) and implement 'good practices' identified.	Benchmarking data is regularly provided by our MHCLG provider with the data used to measure progress with Prevention and reduction of temporary accommodation use. Official rough sleeper counts have remained between 0 and 2 individuals throughout the strategy period, maintaining one of the lowest levels in Gloucestershire.
		Seek feedback from our customers about their experiences.	Customer feedback has informed improvements to the HomeseekerPlus policy, accessibility of advice and the consistency of decision making. Customer Feedback through complaints and compliments is monitored. A dedicated role has been established to oversee complaints, compliments, reviews, and service learning to ensure improvements are consistently embedded across the Housing Solutions service.
		Analyse successful prevention outcomes achieved by the Complex Needs Team and embed this learning into the principles and systems of the service.	Review of Complex Needs Team interventions has identified successful prevention approaches focused on intensive engagement, partnership working, and tenancy sustainment. Learning has been incorporated into service procedures and staff development.

Put Homelessness Prevention at the heart of everything we do	Understanding and tackling the economic impacts of the cost-of-living crisis that may otherwise lead to homelessness.	Understand the impact of the cost-of-living crisis and other financial impacts such as welfare reform on rising evictions due to rent arrears	The Housing Solutions Team continues to monitor homelessness presentations linked to rent arrears, affordability pressures, and welfare changes. Prevention funding and targeted interventions have been used to sustain tenancies where possible.
		Collaborate with our internal partners to ensure that our financial support offer meets clients' needs, including the Prevention Fund, Discretionary Housing Payments, client support and links to charities.	Housing Solutions, Revenues and Benefits, Customer Services and community partners continue to work jointly to maximise household income and access to discretionary financial support including DHP and Prevention Fund assistance.
		Strengthen relationships with local private rented landlords.	Landlord engagement activity has increased through direct contact, tenancy sustainment discussions, and the promotion of homelessness prevention incentives to support households at risk of eviction. New Tenancy Relations Officer post created that sits in ERS
Put Homelessness Prevention at the heart of everything we do	Understanding and tackling the economic impacts of the cost-of-living crisis that may otherwise lead to homelessness.	Develop partnerships with Registered Housing Providers and local voluntary sector financial advice services.	Regular engagement through team meetings, HPOG and Officer groups continues with Bromford, Two Rivers, Cottsway and other Registered Providers to identify households at risk of homelessness and support early intervention. Strong links with Complex Needs Prevention Team in the identification of households at risk of eviction implemented.
	Develop greater understanding of the 'triggers' driving homelessness presentations	Identify triggers of homelessness related to family breakdowns and implement intervention strategies.	Family exclusion and relationship breakdown continue to be significant drivers of homelessness approaches. Earlier intervention and mediation options are being explored to prevent households losing accommodation.
		Ensure staff are fully trained in negotiation and mediation techniques	Officers have received training in conflict resolution and negotiation techniques to support tenancy sustainment and reduce homelessness caused by relationship breakdown.

Put Homelessness Prevention at the heart of everything we do	Develop greater understanding of the 'triggers' driving homelessness presentations	Monitor the effects of the increased pressures of the Refugee crisis	The team continues to monitor the impact of refugee resettlement programmes and wider migration pressures including impacts arising from Gloucestershire resettlement schemes and accommodation pathways to ensure housing advice and accommodation pathways remain effective.
		Review and analyse the information that we gather in relation to homelessness and adapt future services and interventions in response to what we learn.	Detailed analysis of homelessness approaches has been completed to identify emerging trends and inform future service priorities, partnership discussions and commissioning activity. Innovative recruitment approaches are being considered and developed when vacancies arise to ensure a fully adaptable and responsive service, with the right resources in the right place at the right time.
	Identify and respond to the housing needs of vulnerable groups	Care leavers	Joint working arrangements with Gloucestershire County Council Leaving Care Service continue to support planned transitions into accommodation and reduce homelessness risk for care experienced young people. A new Care Leavers protocol has been implemented, and an updated 16/17-year-old protocol is currently being developed.

Put Homelessness Prevention at the heart of everything we do	Identify and respond to the housing needs of vulnerable groups	Young People	Housing Solutions continues to work with Gloucestershire young people's services, schools, colleges, and family support services to identify risks early and prevent homelessness amongst young people. Joint working through local and countywide young people's housing pathways supports timely intervention and sustainable housing outcomes.
		Adults with Complex Needs (e.g. Mental Health, Addictions, Learning Disabilities)	The Complex Needs Team continues to provide intensive support to residents facing multiple disadvantage, helping to prevent homelessness through coordinated responses with health, substance misuse and support providers.
		Domestic Abuse Victims	Strong partnership arrangements remain in place with domestic abuse services to ensure rapid access to advice, accommodation options, and safeguarding support for survivors. Specialist Domestic Abuse Champions embedded within the Housing Solutions Team, who provide regular training to all officers.
		Prison Leavers	Regular liaison with Probation Services, MAPPA partners, Police and resettlement services, engagement with Duty to Refer and early prisoner release initiative.

Put Homelessness Prevention at the heart of everything we do	Identify and respond to the housing needs of vulnerable groups	Veterans	Update to HomeseekerPlus Policy, Armed Forces champions / Military Torchbearers embedded within the Housing Solutions Team
		Refugees	Housing support continues to be provided to refugee households through accommodation planning, tenancy sustainment, and integration support in partnership with district and county colleagues.
	Review how customers contact us and interact with our service.	Ensure that there are multiple, easy to access channels for people to get in touch: phone, email, face to face	Housing Solutions continues to offer face to face appointments, drop ins, email, telephone, and online services. Contact is monitored through the customer feedback process.
	Review how customers contact us and interact with our service.	Ensure that customers are offered a range of options to meet their specific needs.	All customers are offered a bespoke service tailored to their needs.
		Collaborate with partners on Digital Inclusion, Outreach, and contact points with internet access	Residents continue to access support through council offices, libraries, community venues and partner organisations. Officers help customers who are unable to access online services independently.
	Promote the HomeseekerPlus housing application process and provide support for people to use it	Schedule regular social media campaigns to promote HomeseekerPlus	Regular social media campaigns, consultation activity and Council communications have been used to promote HomeseekerPlus and raise awareness of housing options.
Put Homelessness Prevention at the heart of everything we do	Continue to effectively communicate with people about how to avoid the risk of homelessness, ensuring that advice and appropriate support is readily available.	Schedule regular social media campaigns to raise awareness of homelessness and the support available	Specific social media campaigns have been conducted during both hot and cold severe weather

Priority 2: Establishing effective partnerships, working arrangements and support to those who are threatened with homelessness, to improve their resilience and reduce the risk.

What do we want to achieve?	What are we going to do to achieve this?	Actions 2025/26	Progress September 2026
Establishing effective partnerships, working arrangements and support for those threatened with homelessness, to improve their resilience and reduce the risk of homelessness occurring.	Establish partnerships with local agencies (e.g., housing, social services, mental health, and employment support) to create a collaborative framework for supporting individuals at risk of homelessness.	Monitor and review trends in homelessness approaches from customers.	Analysis of homelessness approaches and prevention outcomes continues to inform partnership priorities and commissioning across Gloucestershire.
		Build on existing partnerships and allocate resources for training and coordination.	Existing partnership arrangements continue to be strengthened through regular operational meetings, joint commissioning, joint case discussions, and shared problem-solving approaches.
		Collaborate with Registered Providers on identifying households at threat of eviction.	Strong links with Complex Needs Prevention Team in the identification of households at risk of eviction implemented. Registered Providers attendance at HPOG and HSMB improving.
	Work with our Commissioning partners to ensure Countywide services meet the needs of our clients	Work with our commissioning partners to review Outreach services.	New Outreach provider recently commissioned. Early outcomes positive with Cotswold maintaining between 0 and 2 rough sleepers

Establishing effective partnerships, working arrangements and support for those threatened with homelessness, to improve their resilience and reduce the risk of homelessness occurring.	Work with our Commissioning partners to ensure Countywide services meet the needs of our clients	Monitor rough sleeping referrals with our Outreach Provider to establish trends and respond accordingly	The average response time following a report of someone sleeping rough is one to three days, depending on the location, the person's visibility and their willingness to engage.
		Develop clear referral pathways between agencies such as housing, health, and employment to ensure early identification of at-risk individuals.	Early intervention remains a key focus, with officers working to identify risks before individuals resort to rough sleeping and offering preventative support wherever possible.
	Build on and improve existing processes to ensure an effective 'duty to refer' from all relevant public sector bodies as set out in the Homelessness Reduction Act.	Review effectiveness of the current Duty to Refer process	Duty to Refer processes continue to be monitored through Locata and partner referrals. Referral volumes and outcomes are reviewed regularly to identify opportunities to improve early intervention.
		Promote 'Duty to Refer' in all dealings with statutory agencies.	Engagement continues with hospitals, probation, prisons, social care, and other statutory agencies to reinforce Duty to Refer responsibilities and encourage earlier referrals.

Establishing effective partnerships, working arrangements and support for those threatened with homelessness, to improve their resilience and reduce the risk of homelessness occurring.	Ensure that the council's workforce have the appropriate skills to assist all client groups	Identify skills gaps in the council's workforce related to homelessness prevention and ensure targeted training for all employees who interact with at-risk individuals.	Ongoing in-house training and training delivered by external partner agencies includes safeguarding, domestic abuse and trauma-informed practice, supported by specialist housing resources such as Shelter and the National Homelessness Advice Service.
		Ensure that the workforce has a strong 'trauma informed' approach to tackling the most complex casework by offering continuous training.	Trauma-informed practice training has been delivered across the service to strengthen staff confidence and improve outcomes for customers experiencing multiple disadvantage.
		Ensure that all staff receive regular Domestic Abuse and Safeguarding training to maximise referrals to appropriate services.	Regular safeguarding and domestic abuse training continues to ensure staff can identify risk at an early stage and make appropriate referrals.
		Ensure Retrospective Learning principles are embedded into practice.	Regular team meetings, case discussions and learning shared following complaints or reviews.
	Challenge and resolve barriers to effective service delivery as part of business as usual	Identify key barriers to service delivery (e.g., bureaucratic, financial, or communication-related) and implement solutions to overcome them.	Regular service reviews, case discussions, and workforce planning have identified opportunities to improve service resilience, resource allocation, and customer outcomes. Recruitment and role redesign are being used to respond to changing demand.

Priority 3: Supporting Rough Sleepers to address their housing and other needs.

What do we want to achieve?	What are we going to do to achieve this?	Actions 2025/26	Progress September 2026
Supporting rough sleepers to address their housing and other needs.	Align efforts and resources with partners to prevent homelessness and rough sleeping before it occurs	Focus on early intervention to prevent rough sleeping from occurring.	Early intervention remains a key focus, with officers working to identify risks before individuals resort to rough sleeping and offering preventative support wherever possible.
		Collaborate with our countywide partners to support and evaluate a new Outreach service for 2025 onwards, to better understand the causes of local rough sleeping as well as the pattern and locations of rough sleepers.	Cotswold District Council continues to work closely with the countywide outreach provider to identify, engage and support rough sleepers and those at risk of sleeping rough.
		Investigate new and innovative ways of providing Outreach to those that need it	Discussions continue with commissioned providers regarding flexible outreach approaches, including enhanced partnership working, targeted engagement and tailored support for individuals with complex needs.
	Collaborate with the community and local businesses to act as 'eyes and ears', ensuring that no rough sleeper goes without support.	Promote Streetlink through regular social media campaigns.	Streetlink reporting continues to be promoted through council communications and community engagement, helping ensure concerns are responded to quickly.
		Provide ongoing and regular training sessions for Parish Councils and Members	Member engagement sessions planned for 2026/27

Supporting rough sleepers to address their housing and other needs	Evaluate and adapt housing pathways, and develop new ones where they do not exist, to ensure they meet the needs of those living with complex needs as well as new/emergent client groups	Develop clear referral pathways between agencies such as housing, health, and employment to ensure early identification of at-risk individuals	Early intervention remains a key focus, with officers working to identify risks before individuals resort to rough sleeping and offering preventative support wherever possible
	Build on existing work with partner organisations to develop appropriate supported housing solutions	Review the effectiveness of the current 'Housing First' model with our stock transfer partner, for homeless people with the highest level of need.	Housing First continues to be the most effective response to ending long term rough sleeping. Recent MHCLG announcements continue to promote this model.
		Encourage and broaden the participation of other providers in 'Housing First' type solutions.	HPOG engagement sessions with Registered Providers have taken place in 2026. Alongside Housing First provision, bespoke accommodation and support solutions continue to be developed through partnership working to meet the needs of residents experiencing multiple disadvantage.

Priority 4: Increase Accommodation Options

What do we want to achieve?	What are we going to do to achieve this?	Actions 2025/26	Progress September 2026
Increasing Accommodation Options	Ensure that Council priorities are aligned	Link this strategy with the targets included in the Local Plan to increase affordable housing supply.	Housing priorities continue to be reflected in Local Plan discussions and affordable housing delivery programmes across the district. Officers continue to collaborate with Registered Providers and developers to increase access to one-bedroom accommodation, recognising this remains the greatest identified housing need within the district.
		Work with our county partners to develop an increase in the supply of move on accommodation for all supported housing pathways.	Officers continue to work with Gloucestershire partners to increase access to move-on accommodation and reduce barriers to settled housing.
		Embed the Temporary Accommodation Service Standard process in all that we do	The Temporary Accommodation Service Standard has been embedded across the service, supporting consistent practice and improved customer experience. A Temporary Accommodation Policy will be developed for 2026/27 as required by MHCLG.
	Maintain efficient and appropriate use of all council owned temporary accommodation, ensure that all residents are provided with high level support to enable them to move on into long term accommodation	Provide support to households placed in all forms of temporary accommodation to help them address issues that may be barriers to moving into settled housing.	The Temporary Accommodation Team continues to provide bespoke support to all households in temporary or emergency accommodation, focusing on rapid move-on into longer-term, sustainable accommodation.

Increasing Accommodation Options	Maintain efficient and appropriate use of all council owned temporary accommodation, ensure that all residents are provided with high level support to enable them to move on into long term accommodation	Review our current policy and processes to support more rapid move-on from temporary and supported accommodation and provide support into new permanent accommodation when possible.	A review of move-on processes has identified opportunities to reduce the length of stay in temporary accommodation and increase access to settled housing options.
		Collaborate with our Registered Provider partners to reduce the use of bed and breakfast and nightly paid temporary accommodation, instead providing appropriate temporary accommodation options or move on options from emergency accommodation.	Continued engagement with Registered Providers has helped identify suitable move-on and temporary accommodation opportunities, reducing reliance on more costly emergency accommodation.
	Develop a greater understanding of what may encourage private landlords to increase the supply of rented accommodation at a cost households can afford and how we may assist with making this a realistic housing solution	Collaborate with our colleagues in Empty Homes to find ways to incentivise and/or encourage owners of Long-Term Empty Properties to bring them back into use.	Ongoing joint working with Empty Homes colleagues continues to identify opportunities to bring long-term vacant properties back into occupation and increase housing supply across the district.
		Ensure that our Homelessness and Rough Sleeping grant is used to encourage offers of private rented accommodation to assist in discharging our homelessness duties.	Homelessness Prevention Grant funding has been used to secure and sustain private rented accommodation and prevent homelessness for households at risk of losing accommodation.
Increasing Accommodation Options	Collaborate with Registered Providers to develop schemes that increase accommodation options.	Collaborate with our Registered Provider partners to encourage tenants who are under occupying to downsize into non-family accommodation.	Work continues with Registered Providers to promote downsizing opportunities and make the best use of existing social housing stock across the district. The recent HomeseekerPlus review enables local authorities to prioritise downsizing to release sought-after accommodation, while limiting the use of Emergency Banding so that it remains effective.