



**June 2026**

# **Homelessness and rough sleeping housing strategy**

**Local Delivery Plan**





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# 1. Introduction

## **This Delivery Plan explains how BCP will deliver the Homelessness and Rough Sleeping Strategy 2026-2031.**

It translates the Strategy into a clear and practical approach to improve outcomes for people at risk of or experiencing homelessness in BCP.

Rather than setting out a long list of actions, the plan introduces an outcome-led approach. We will focus on the most important areas for improvement, test what works, learn quickly, and use this to inform how services are delivered and resources used over time. This ensures delivery remains responsive to changing need and follows the evidence of what is most effective locally. Test and learn activity is not the end goal, but a way to build evidence and confidence to inform wider system change.

This Delivery Plan is designed to evolve. It will be reviewed and updated regularly to reflect learning, progress and changing circumstances.

## 2. Principles and values

The delivery of the Strategy is grounded in the shared commitments set out in the BCP Homelessness Partnership Charter, co-produced with partners and people with lived and living experience. The Charter sets out a clear vision: that everyone should have a safe, secure home and the support they need, and that homelessness should be rare, brief and unrepeatable.

Building on this, our approach is guided by the following principles:

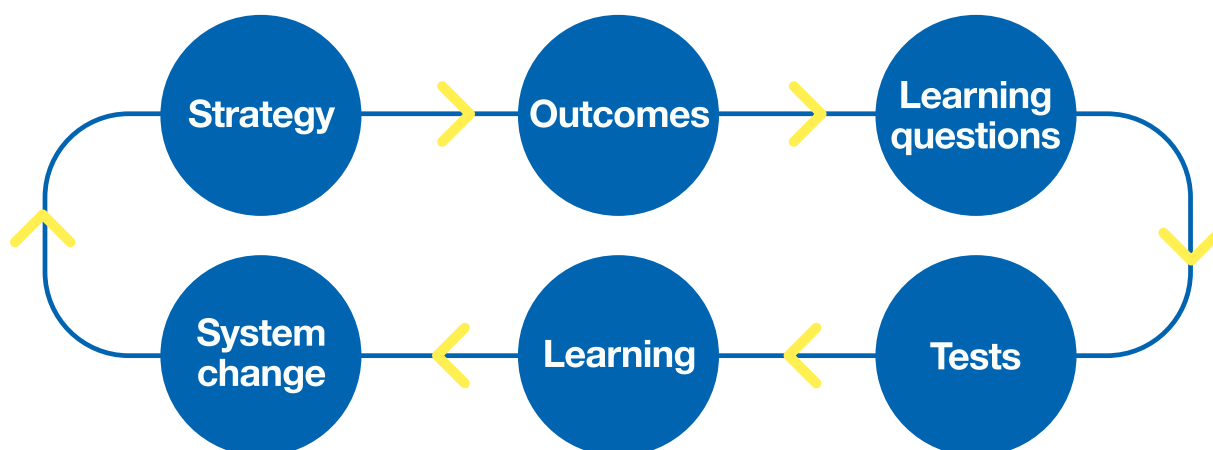
- **People at the centre.** We will embed genuine co-production, ensuring lived and living experience shapes decisions, services and delivery
- **Prevention and early action.** We will identify risks early and act before crisis, ensuring first contact is clear, supportive and effective
- **One system, no wrong door.** We will work as a joined-up system, reducing siloed working and ensuring people can access the right support wherever they are
- **Partnership and learning.** We will share responsibility across partners and use data, insight and lived experience to test, learn and improve continuously
- **Inclusion and changing the narrative.** We will address inequalities, make sure services are accessible, and challenge stigma through clear, non-stigmatising language and positive engagement

## 3. Our delivery approach

Delivering the Strategy requires a shift in how we plan and deliver service changes and improvements. Traditionally, delivery plans have focused on listed actions tracked over long periods of time. Whilst this provides oversight, it can be difficult to focus on what has the greatest impact or adapt quickly when things aren't working.

BCP will take a different approach. Our delivery model is:

- **Outcome-led:** We will start with the outcomes we are trying to achieve and make sure all activity is aligned to improving those outcomes
- **Focused:** We will prioritise a small number of areas at any one time where improvement will have the greatest impact
- **Learning-driven:** We will test changes in practice, learn from what works and what does not, and adapt quickly
- **Partnership-based:** Delivery will be shared across partners, recognising that responsibility for preventing and responding to homelessness sits across the whole system



At the heart of this approach is a structured cycle of test and learn activity. For each priority area we will:

- Identify what we need to learn
- Test a small number of changes in practice
- Review what is happening and what we are learning
- Decide what to continue, adapt, stop or scale

This cycle typically runs over a four-month period. This is long enough to test meaningful changes and observe early signals, but short enough to maintain momentum and allow regular decision-making.

The aim is to build a continuous process of improvement, not run pilot projects in isolation. Over time, where there is strong evidence that an approach is effective, we will use this learning to inform wider system change; including commissioning, funding decisions and service design.

This approach creates more meaningful opportunities for co-production. Rather than engaging people with lived experience only at the point of strategy development, the test and learn model allows lived experience to inform the design, delivery and review of specific changes in practice. This ensures insight is applied in real time and shapes how services evolve.

## 4. Local outcomes

This section outlines the outcomes that will guide delivery of the Strategy and how progress will be measured. These are aligned with the Government's **Local Outcomes Framework**, reflecting both national expectations and local priorities identified through engagement, data and system insight.

Each outcome has an Owner and Deputy from the Homelessness Delivery Board, ensuring clear accountability across the partnership; and signal metrics to track progress. These show whether things are improving, but they don't tell the whole story. The set outlined here are not intended to be exhaustive, and during development we have deliberately focused on a smaller number that together provide a rounded view of performance. This allows the system to remain focused on what matters most.

Over time metrics may be refined, added to or replaced where this better reflects local priorities and provides clearer insight into outcomes. With these metrics we will draw on wider system insight, including feedback from people with lived experience, frontline experience and learning from test activity; to build a more complete understanding of how the system is working and where improvements are needed.

### Outcome 1 – Rare

**Fewer people experience homelessness because risks are identified early and prevented wherever possible**

#### Signal Metrics (People)

- 1.1 Rate of new statutory relief duties per 1,000 households
- 1.2 Rate of households in temporary accommodation per 1,000 households
- 1.3 Rate of households in temporary accommodation with children per 1,000 households\*
- 1.4 Number of people sleeping rough on a single night\*
- 1.5 Number of 16-24 statutory homelessness duties

#### Signal Metrics (System)

- 1.6 % duties where homelessness was prevented or relieved\*
- 1.7 % duties where homelessness was prevented or relieved for households experiencing multiple disadvantage\*

### Outcome 2 – Brief

**When people become homeless, they move quickly into settled, suitable housing**

#### Signal Metrics (People)

- 2.1 Number of people sleeping rough over the month who are long-term\*
- 2.2 Number of families in B&B over 6 weeks\*
- 2.3 Average length of stay in temporary accommodation
- 2.4 % residents awaiting move-on from transitional supported housing

#### Signal Metrics (System)

- 2.5 Number of households rehoused via social housing/ private rented sector per 100 homeless duties

## Outcome 3 – Unrepeated

People who have experienced homelessness are supported to maintain stable housing and do not return

### Signal Metric (People)

3.1 % tenancies sustained at 6 months

## Outcome 4 – System maturity

Services and partners work together effectively to prevent homelessness, respond early and improve outcomes through shared learning and lived experience

### Signal Metric (People)

4.1 % service users reporting their situation has improved following support (self-reported progress)

### Signal Metric (System))

We will complete a self-assessment tool every 6 months to review and track our maturity as a partnership. This will align with national expectations on long-term rough sleeping system maturity (see accompanying plan)

## Outcome 5 – Public understanding & connection

People, communities and organisations across BCP understand homelessness, know how to respond and play an active role in preventing it

5.1 % of residents who believe homelessness can be reduced through action

\*Local Outcomes Framework metrics  
See Annex A for local targets for each metric.

## Key terms explained

**Statutory homeless duties** – When the Council has assessed a household as homeless (relief) or at risk of homelessness (prevention), and eligible for Council support. The relief and prevention duties last up to 56 days, and can be successfully ended when a household secures existing or alternative accommodation that is both suitable and has a reasonable prospect of being available for a sufficient time (usually 6 or 12 months).

**Temporary accommodation** – Housing provided by the Council to households who are homeless, eligible for assistance and in priority need, while they wait for long-term housing e.g. hostels, B&Bs, private flats or Council homes.

**Rough sleeping** – Individuals bedding down in the open air, tents, or makeshift shelters (sheds, car parks). Includes people actively sleeping or preparing to sleep.

**Long-term rough sleeping** – People seen recently (within the reporting month) who have been seen sleeping rough in 3 or more months out of the last 12.

**B&Bs** – Private, commercial or small-scale guest houses. Typically offer private bedrooms but lack adequate cooking facilities, often with shared amenities.

**Transitional supported housing** – Accommodation combined with tailored support services designed to help households stabilise their lives and transition to permanent, independent housing. Intended to act as a bridge, typically lasting up to two years

## 5. Initial learning priorities

This section outlines the initial learning questions that will guide our early delivery activity. These questions reflect the most important areas where we need to better understand what works in BCP. They are grounded in local data, system insight, the review that informed the Strategy; and the feedback from partners and people with lived experience during its development. We will focus on a small number of these at any one time and refine them as we learn more.

Outcome	Learning question(s)
Rare	<ol style="list-style-type: none"> <li>1. How do we identify and intervene earlier with single adults most at risk of homelessness?</li> <li>2. How do we identify and intervene earlier with families at risk of homelessness, particularly through Early Help, education and community settings?</li> </ol>
Brief	<ol style="list-style-type: none"> <li>3. What would make the biggest difference to landlords letting to homeless households in BCP?</li> <li>4. What is preventing timely move-on and progression through our supported housing pathways?</li> <li>5. What would help existing coordination for people experiencing long-term rough sleeping translate into more sustained accommodation outcomes?</li> </ol>
Unrepeated	<ol style="list-style-type: none"> <li>6. What support is most effective at sustaining tenancies for households at highest risk of repeat homelessness?</li> </ol>
System maturity	<ol style="list-style-type: none"> <li>7. How can we improve consistency in advice and pathways across homelessness partners in BCP?</li> </ol>
Public understanding & connection	<ol style="list-style-type: none"> <li>8. What changes in communication or engagement would most improve early access to support?</li> </ol>

## 6. First test & learn cycle

We will start with two tests during the first cycle (May – September 2026). These have been selected based on their potential to improve outcomes and generate meaningful learning within a short timeframe. Each test focuses on a specific cohort and a clearly defined change in practice, allowing us to understand what works and how it might be applied more widely.

Learning question	Test idea
What is preventing timely move-on and progression through supported housing pathways in BCP?	We will test a shared early-warning and move-on review process across supported housing providers, focused on identifying risk earlier, improving consistency of decisions, and enabling planned move-on.
What would help existing coordination for people experiencing long-term rough sleeping translate into more sustained accommodation outcomes?	We will test whether earlier recognition of neuro-divergent needs, combined with clearer coordination, practical adjustments and continuity of support, improves sustained accommodation outcomes for people experiencing long-term rough sleeping.

See Annex D for additional details on each test.

## 7. Governance and delivery

The Homelessness Delivery Board (HDB) provides overall leadership and accountability for delivering this plan, bringing together senior leaders from across the system; including the Cabinet Member for Housing and Regulatory Services. Each outcome area has a named Lead (and Deputy) who is accountable for driving improvement in that outcome. Outcome Leads work with partners to coordinate activity, bring insight to the Board; and make sure learning translates into action. Outcome ownership does not transfer responsibility to a single organisation. It creates clear leadership so that partners can work together more effectively.

Delivery is supported through time-bound test and learn groups. These bring together relevant partners to implement and review specific tests. These groups are deliberately focused and short-term, with clear objectives and defined scope.

The Homelessness Delivery Board does not directly control all the services and systems that influence homelessness. Key responsibilities sit with a range of statutory boards and partnerships including health, safeguarding, community safety and housing delivery. These bodies remain responsible for their services. The role of the Homelessness Delivery Board is to provide system leadership for homelessness outcomes. This includes working through named links with partner boards, escalating issues where necessary, and using shared learning to influence system-wide decisions.

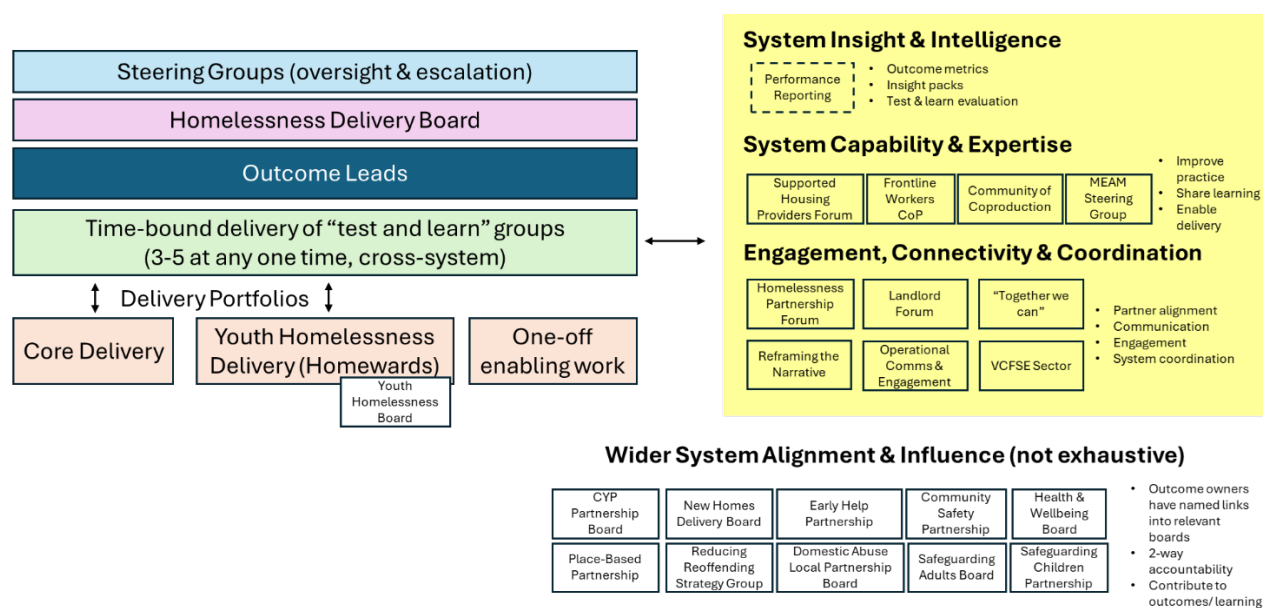
A Test and Learn Coordinator role supports the overall process. The Coordinator does not deliver services or own outcomes. They make sure the system remains focused on learning and improvement.

The system is supported by a set of core functions that enable effective partnership working and continuous improvement:

- **Insight and Intelligence** – providing performance data, system insight and learning from test activity
- **System Capability and Expertise** – supporting good practice, workforce development and delivery through partners
- **Engagement, Connectivity and Coordination** – enabling effective communication, alignment and joint working across organisations
- **Wider System Alignment and Influence** – working with statutory boards and partnerships to align system-wide activity and address structural issues

These functions are not separate programmes of work, but form part of how the system operates “day-to-day” (see governance map below).

## Governance map



## 8. Monitoring and reporting

Regular reporting will be provided to the Homelessness Delivery Board, with formal reporting through Council governance as required and specifically the Housing Strategy Steering Group - a cross-party councillor working group making recommendations to Cabinet and relevant committees (including an annual report). Progress against the Delivery Plan will be monitored using a combination of outcome measures, system insight and learning from test activity. This aligns with the Government's Local Outcomes Framework.

Delivery will follow a structured and predictable rhythm aligned to the test and learn cycle. The Board will continue to meet every 2 months. Across a typical four-month learning cycle this will include:

- **Start of cycle:** Agree priority tests and confirm delivery arrangements
- **Mid-cycle:** Review early progress, identify barriers and agree actions to unblock delivery
- **End of cycle:** Review learning, decide what to continue, adapt or stop, and agree priorities for next cycle

This approach ensures decision-making is regular, focused and grounded in evidence, rather than being driven by infrequent reporting cycles. Outcome Owners will lead discussions on their outcome area at Board meetings, bringing together performance data, system insight and learning from test activity to inform decision-making.

## 9. From learning to system change

Test and learn activity is not the end goal. The purpose is to build evidence and confidence about what works in BCP so that we can make informed decisions about how the system should operate in the longer term. The 'system' in this instance is the network of organisations, services, communities and people whose actions influence whether homelessness is prevented, experienced, resolved or repeated in Bournemouth, Christchurch and Poole.

Where test activity demonstrates clear improvement, we will use this learning to inform wider system changes. This may include:

- Changes to commissioning priorities and service specifications
- Reallocation of resources and funding
- Adjustments to workforce roles and capacity
- Redesign of pathways and processes

These decisions will be taken through the appropriate governance arrangements, informed by evidence generated through the delivery plan. This allows BCP to move from assumptions about what works to evidence-based decisions. It also helps to reduce risk by testing changes at a small scale before making larger system commitments.

# Annex A – Local targets

This section outlines BCP's local targets for improving outcomes over the lifetime of the current Parliament. These have been developed using local baseline data, recent trends and comparison with similar areas, and reflect the level of ambition required to deliver meaningful improvement. The targets emphasise directional change. This ensures transparency about the scale of change expected, whilst recognising performance is influenced by wider factors beyond the control of any single organisation.

Taken together these targets provide a clear trajectory for reducing homelessness, shortening the time people spend without settled housing, improving tenancy sustainment and strengthening the effectiveness of the local system. Progress against these targets will be reviewed regularly and refined where needed as part of the test and learn approach set out in this plan.

BCP will maintain a strong focus on preventing the use of **Bed & Breakfast accommodation for families** and will monitor usage, duration and system pressures through regular reporting to the Homelessness Delivery Board. If BCP reaches the national threshold requiring a formal B&B Elimination Plan, or if reliance on B&B accommodation begins to increase significantly, the Council and partners will work with MHCLG advisers to develop a targeted improvement plan in line with national guidance. The **long-term rough sleeping partnership plan** provides additional activity detail for metric 2.1, whilst remaining aligned to this delivery plan and framework.

## Key findings from BCP's systems maturity audit

Signal Metric	Baseline [Date]	Year 1 Target [Date]	Year 2 Target [Date]	Year 3 Target [Date]	Change/ Direction
1.1 Rate of new relief duties per 1,000 households	12.52 per 1,000 [FY25/26]	12 per 1,000 [FY26/27]	11.5 per 1,000 [FY27/28]	10.5 per 1,000 [FY28/29]	↓ 16% reduction
1.2 Rate of households in temporary accommodation per 1,000 households	2.89 per 1,000 [Mar 26]	2.85 per 1,000 [Mar 27]	2.65 per 1,000 [Mar 28]	2.45 per 1,000 [Mar 29]	↓ 15% reduction
1.3 Rate of households in temporary accommodation with children per 1,000 households	1.53 per 1,000 [Sept 25]	1.45 per 1,000 [Sept 26]	1.35 per 1,000 [Sept 27]	1.25 per 1,000 [Sept 28]	↓ 17% reduction
1.4 Number of people sleeping rough on a single night	53 [Autumn 25]	48 [Autumn 26]	43 [Autumn 27]	39 [Autumn 28]	↓ 26% reduction
1.5 Number of 16-24 statutory homelessness duties	428 [FY24/25]			405 [FY27/28]	↓ 5% reduction
1.6 % duties where homelessness was prevented or relieved	53% [July-Sept 25]	60% [July-Sept 26]	65% [July-Sept 27]	70% [July-Sept 28]	↑ 17% increase
1.7 % duties where homelessness was prevented or relieved for households experiencing multiple disadvantage	40% [July-Sept 25]	42% [July-Sept 26]	47% [July-Sept 27]	52% [July-Sept 27]	↑ 12% increase

Signal Metric	Baseline [Date]	Year 1 Target [Date]	Year 2 Target [Date]	Year 3 Target [Date]	Change/ Direction
2.1 Number of people sleeping rough over the month who are long-term	40 [Nov 25]	32 [Nov 26]	26 [Nov 27]	20 [Nov 28]	↓ 50% reduction
2.2 Number of families in B&B over 6 weeks	0 [Sept 25]	0 [Sept 26]	0 [Sept 27]	0 [Sept 28]	Eliminate
2.3 Average length of stay in temporary accommodation	52 weeks [Mar 26]	48 weeks [Mar 27]	44 weeks [Mar 28]	39 weeks [Mar 29]	↓ 25% reduction
2.4 % residents awaiting move-on from transitional supported housing	Data not yet available – in development				
2.5 Number of households rehoused via social housing/ private rented sector per 100 homeless duties	53.1 per 100 [FY25/26]	53 per 100 [FY26/27]	55 per 100 [FY27/28]	58 per 100 [FY28/29]	↑ 9% increase
3.1 % tenancies sustained at 6 months	Data not yet available – in development				
4.1 % service users reporting their situation has improved following support (self-reported progress)	Data not yet available – in development				
5.1 % of residents who believe homelessness can be reduced through action	Data not yet available – in development				

# Annex B – FAQs

## **What is different about this Delivery Plan?**

This plan focuses on a small number of priorities and uses a test and learn approach. Instead of outlining a long list of actions, we will test what works, learn quickly and adapt our approach over time.

## **Why are we using a test and learn approach?**

Homelessness is complex and influenced by many factors. This approach allows us to:

- focus on what matters most
- test changes in practice
- use evidence to improve services
- avoid investing in approaches that do not work

## **Why are we only focusing on a small number of priorities?**

Focusing on a small number of areas allows us to:

- make meaningful progress
- test changes properly
- learn quickly and take action

We will review and update priorities regularly.

## **What happens to existing services?**

Existing services continue as core delivery. These are essential services that:

- must continue
- will still be reviewed and improved
- may be adapted based on learning

## **How will we know if this is working?**

We will use:

- outcome measures aligned to the Local Outcomes Framework
- insight from test activity
- feedback from people using services
- partner and frontline experience

## **How are partners involved?**

Delivery is shared across partners. This includes:

- public services (housing, health, social care, criminal justice)
- voluntary, community and faith sector
- housing providers, landlords and employers

Partners will be directly involved in test and learn activity.

## **How will people with lived experience be involved?**

People with lived experience will be involved in:

- shaping tests and learning questions
- providing feedback on what is working
- informing changes to services

This approach enables ongoing, meaningful co-production rather than one-off engagement.

### **How does this link to national expectations?**

This Delivery Plan aligns with the:

- Government's National Plan to End Homelessness
- Local Outcomes Framework
- Grant conditions and national toolkits/ guidance

It ensures BCP is meeting national expectations whilst responding to local need.

### **How does this link to the Homewards programme?**

Homewards is a national programme led by The Royal Foundation. The focus in BCP is preventing youth homelessness through earlier intervention, partnership working and community action.

The Homewards programme aligns with our Strategy and this Delivery Plan, particularly around prevention, public understanding, co-production and testing new approaches. Learning from Homewards activity in BCP will help inform wider system improvement and future delivery decisions.

Homewards activity is recognised as a distinct part of the overall homelessness system. It sits alongside core delivery and wider test and learn activity, whilst maintaining its own governance, priorities and national reporting arrangements.

This approach ensures learning and innovation from Homewards can influence the wider system, youth homelessness prevention remains a clear local priority; and activity is aligned without duplicating governance or delivery structures.

This will also support the legacy and transition of the Homewards programme when it ends in 2028, aided by the Youth Homelessness Board.

## Annex C – How delivery is organised in BCP

This plan brings together existing services and new activity into a clear delivery framework.

### **Core Delivery**

Established services and pathways that we are confident in and/ or must continue. Core delivery continues but is reviewed and improved through learning cycles.

This includes:

- Prevention & Early Help (KEEP Project, Family Hubs, Housing Options, family outreach)
- Temporary accommodation and supported housing
- Rough sleeping and outreach services
- Private rented sector access and landlord liaison
- Specialist pathways (e.g. criminal justice, care leavers, domestic abuse support hub, refugee resettlement)
- Commissioned support services (mental health floating, drug and alcohol, financial wellbeing)
- Making Every Adult Matter (MEAM) delivery inc. Multi-Disciplinary Team development, Long-Term Rough Sleeping Innovation Programme, Ending Rough Sleeping Risk Assessment Tool/ 'Project Shield'

- Partnership delivery (VCFSE) inc. Ending Homelessness in Communities Programme and National Workforce Programme
- Funding, policy and regulatory change inc. crisis resilience fund, connect to work, Supported Housing (Regulatory Oversight) Act, Renters' Rights Act
- Greater Change personal budgets

### **Youth Homelessness Delivery (Homewards)**

Dedicated test and learn activity focused on preventing youth homelessness. This is a core part of the overall delivery approach and aligns with national Homewards activity.

Examples include:

- early identification and access models
- school-based prevention
- data-led early intervention
- housing and employment pathways for young people

Please refer to the Homewards Local Action Plan for BCP.

### **Test & Learn Activity**

A small number of priority tests focused on improving outcomes. These are the main drivers of improvement in the delivery plan.

Features:

- time-limited (typically 4 months)
- focused on specific cohorts
- designed to generate learning

### **One-off enabling work**

Short-term actions needed to support delivery or unblock the system. These are limited in number (2-3) and time-bound, and do not replace test activity.

Examples include:

- pathway reviews
- data and insight work
- development of protocols or processes

The following one-off activity is currently in progress. These will be completed and the number reduced as we transition to the new delivery approach:

- Recommissioning of housing-related support services
- Homeless health needs assessment
- Refugee needs assessment
- LGBTQ+ groups at disproportionate risk Task & Finish
- TA quality & sufficiency review and improvement. This will include a new and updated policy for procuring and allocating sufficient suitable temporary accommodation
- Hospital discharge pathway and protocol
- Community tenancy sustainment support and connection (inc. utilisation of volunteers)

### **How this fits together**

- Core delivery provides the foundation
- Test activity improves the system
- Homewards focuses on youth homelessness prevention
- One-off enablers facilitate progress

Together, these create a flexible and responsive delivery system that can adapt over time.

# Annex D – Cycle 1 Tests

## Test & Learn Cycle 1 – Supported Housing Pre-Eviction Protocol

### Learning Question

What is preventing timely move-on and progression through supported housing pathways in BCP?

### Test Idea

We will test a shared early-warning and move-on review process across supported housing providers, focused on identifying risk earlier, improving consistency of decisions, and enabling planned move-on.

### Hypothesis

If we introduce a shared early-warning and review process with clear triggers, joint case review, named ownership and an agreed protocol across providers based on good practice; then more residents will be identified earlier and more will progress through planned move-on, because current pathways can sometimes intervene too late, miss early signs of disengagement; and lack consistent decision-making across providers.

### Who / Where (Scope)

- Cohort: Residents in supported housing who are at risk of eviction or are not progressing as expected
- Partners: Supported Housing Providers + Housing Options + relevant support services
- Scale: Small number of providers (e.g. 2–3) and defined cohort of cases

### What will we do differently?

- Introduce a common set of early-warning triggers, such as arrears, non-engagement, repeated absence, conflict, deterioration in needs, or indicators associated with potential abandonment
- Introduce a brief “risk of abandonment” review as part of case discussions, including patterns of disengagement, avoidance, repeat absence, sudden withdrawal from support, and tenancy readiness concerns
- Begin move-on planning and expectation setting at assessment / entry, not at exit
- Use a single shared review template across providers
- Require a joint case review before eviction or final warning, at an early and agreed point
- Assign a named lead for each case
- Record next step, responsible partner and timescale
- Use a regular multi-agency forum for complex / blocked cases
- Agree data recording to ensure coordinated oversight of cases

### Early Signals (4-month indicators)

- % of cases identified before formal warning / eviction stage
- Number of joint case reviews completed
- Time from first risk flag to review
- % of exits that are planned move-on vs unplanned exits
- % of cases with clear next step and named owner
- % of blocked cases where reason is process vs lack of provision
- Homeless approaches (relief) to Council due to supported housing eviction
- Common characteristics and contributing factors identified in abandonment cases

## Lead & Delivery

Outcome Lead: Brief

Delivery: Core Delivery / Test group (Supported Housing Forum + Housing Options)

## Key Risks / Dependencies

- Variation in provider practice and engagement
- Capacity for joint working and reviews
- Risk of improving process without improving outcomes
- Underlying lack of move-on or support options may remain a constraint

## Test & Learn Cycle 1 – Long-Term Rough Sleeping

### Learning Question

What would help existing coordination for people experiencing long-term rough sleeping translate into more sustained accommodation outcomes?

### Test Idea

We will test whether earlier recognition of neurodivergent needs, combined with clearer coordination, practical adjustments and continuity of support, improves sustained accommodation outcomes for people experiencing long-term rough sleeping.

### Hypothesis

If services identify likely neurodivergent needs earlier, make practical adjustments without waiting for diagnosis, maintain one consistent lead relationship through transitions, and adapt accommodation and support approaches around the person, then more people experiencing long-term rough sleeping will successfully sustain accommodation.

This is because current coordination often focuses on referral and case discussion, but does not consistently translate into changes in communication, accommodation matching, support continuity, environmental adjustments; and move-in and tenancy sustainment support. .

### Who / Where (Scope)

Cohort: Small cohort of people experiencing long-term rough sleeping where there are diagnosed, suspected or emerging indicators of neurodivergent need

Partners: Housing Options, St Mungo's Outreach, Housing First, MEAM / MDT partners, Adult Social Care, mental health services, substance use services, supported housing providers and lived experience representatives

Scale: Defined cohort reviewed through existing MDT / MEAM arrangements

### What will we do differently?

- Earlier recognition and shared understanding: Introduce a simple neurodiversity-informed observational and “working assumptions” approach across outreach, assessment and accommodation pathways. Record preferred communication style, sensory/environmental triggers, likely executive functioning barriers; and agreed practical adjustments
- Named coordination and continuity. Assign one named lead worker through outreach, assessment, placement and early tenancy period. Introduce a shared “adjustment passport” to reduce repeated retelling and improve consistency across services
- Adapted accommodation and move-in support. Test more careful accommodation matching, considering noise, sharing arrangements, predictability, location and environmental stressors. Introduce a structured move-in and settling approach

- Embedded coordination around highest-risk cases. Use existing MDT / MEAM arrangements to coordinate support, unblock barriers, agree adjustments and strengthen accountability for follow-through. Ensure direct escalation routes into safeguarding, Care Act assessment, mental health and substance use support where appropriate

### **Early Signals (4-month indicators)**

- Number of cohort cases with diagnosed or suspected neurodivergent need identified
- Number with agreed adjustment plans
- Number supported into accommodation
- Tenancy sustainment at 6 weeks/ 12 weeks
- Engagement rates following placement
- Reduction in repeat crisis presentations
- Number of planned versus unplanned accommodation exits
- Number of returns to rough sleeping
- Staff confidence in identifying and responding to neurodivergent needs
- Lived experience feedback

### **Lead & Delivery**

Outcome Lead: Brief (with strong link to Unrepeated / System Maturity outcomes)

Delivery: Existing MDT / MEAM partnership

### **Key Risks / Dependencies**

- Neurodivergent need may remain under-identified without specialist support
- Existing accommodation supply may not allow sufficient flexibility for matching and adjustment
- Workforce confidence and understanding may vary
- Some individuals may require more intensive supported accommodation than mainstream tenancy models can provide
- Risk of creating assessment burden without improving practical support
- Sustained outcomes may require longer support periods than the initial test cycle allows

