

Brent Council Homelessness and Rough Sleeping Action Plan

2026 – 2031

Introduction

Brent Council is required to have an action plan for how it will deal with homelessness, in line with *A National Plan to End Homelessness* and the Homelessness Code of Guidance.

This Homelessness and Rough Sleeping Action Plan sits alongside Brent Council's [Homelessness and Rough Sleeping Strategy 2026 – 2031](#). It has been designed to cover the same time period as the Strategy.

The Action Plan and Strategy closely align with the Council's Preventing Homelessness Programme, which is a strategic, cross-council programme of work focused on:

1. Improving the Council's Housing Needs & Support Department
2. Preventing homelessness
3. Reducing the use and cost, and improving the quality, of temporary accommodation

What's in this Action Plan

In line with MHCLG's guidance on Homelessness and Rough Sleeping Action Plans, this Action Plan sets out:

- Brent's targets for improving performance against each of the homelessness and rough sleeping metrics in the Outcomes Framework for Local Government, and how Brent Council will meet each of those targets.
- An overview of Brent Council's arrangements for ensuring that delivery of this Action Plan is monitored.
- An overview of Brent Council's arrangements for working in partnership with other organisations to address homelessness in the borough.
- The Council's plan for working in partnership with others to address long-term rough sleeping.
- The Council's policies for ensuring suitability of temporary accommodation.

The *National Plan to End Homelessness* stipulates that if a local authority has families in B & B/shared accommodation for over six weeks it needs to produce a B & B elimination plan. As of July 2026, Brent Council has 0 families in B & B/shared accommodation. As such, the Council hasn't produced a B & B elimination plan but has identified the steps that it will take to maintain the current position. In the event that the current position changes, the Council will take steps to develop a B & B elimination plan.

Targets and plan for meeting them

Brent Council has a range of governance structures in place, both internally and with partners, to ensure accountability for delivery of this Action Plan.

Outcome metric From the Outcomes Framework for Local Government	Brent Council's target	What the Council will do to meet its target	Responsible Owner
Households with children in temporary accommodation	Current: <i>Stage 1:</i> 972 <i>Stage 2:</i> 725 Total: 1697 Current: 13.9 per 1,000 households Target: 14.4 households per 1000 Target Date: 1 December 2027	- Continue to deliver the Find a Place You Can Afford initiative – to support families to secure affordable PRS accommodation. TA Forum to be held quarterly to allow for meaningful progress and momentum on move-ons. Prioritising families with children who have been in TA for an extended period to support faster move-ons. - Build PRS supply through Landlord Forum and active promotion of the new 10-year +1 day leased accommodation and utilise for families with an accepted main duty. - Prioritise move-on for benefit capped families who have been in TA the longest through a dedicated out of borough and out of London sourcing project. - Ongoing data cleansing to correctly flag households with children across TA types – Stage 1 (initial placement made at first point of homelessness, prior to the main duty decision), Stage 2 (placement following acceptance of the main duty), hostels and	Housing Resolutions Team (HROs) Service Manager / Private Sector Initiatives Team (PSI Team) Service Manager Temporary Accommodation Project Managers / Temporary Accommodation Project Officers / HRO Team Leaders PSI Service Manager/TA Project Managers + Head of Accommodation Services TA Project Managers & HRO Service Manager + HRO Team Leaders + Private Rented Sector Offers (PRSO) Team Leader HRO Team Leaders + Resident Data Team + TA Project Managers and HRO Service Manager

		EHLs, supporting accurate reporting and targeted move-on activity. - Public health drop-in surgeries at Knowles House and Anansi House: Following joint visits with Public Health, scoping is underway for regular on-site sessions to reduce access barriers for families with children in TA. Schedule to be formalised once scoping completes. Scoping still underway following joint visits; plan to formalise a schedule of co-located services at Anansi House and Knowles House. - Automated GP/school notifications on placement: In development – system to alert services when a family is signed up to a property. - Targeted early years engagement (pilot) for households in TA to prevent educational exclusion of 0-5s. - Private Sector Initiatives team committed to all new property inspections before use. Temporary Accommodation inspections by The Housing Resolutions Team to be carried out when disrepair is reported, rather than leaving it to the landlord. - The Housing Options Team is regularly available at Best Start Family Hubs,	Head of Accom Services + Service Manager (until new TA PM starts) Head of Accom Services + Service Manager (until new TA PM starts) Early years Team Leader + HNS Service Manager PSI Service Manager + HRO Service Manager + HRO Team Leaders
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		providing housing & tenancy advice and support as part of the Council's wider early homelessness prevention strategy. The team offers a range of practical support and guidance to families: ○ Tenancy sustainment advice and support. ○ Assistance with managing overcrowding issues. ○ Guidance on searching for and accessing private rented accommodation. ○ Advice on housing affordability and budgeting. ○ Information on Local Housing Allowance, benefit entitlements, and housing benefits. ○ Income maximisation support i.e access to employment. ○ Information on housing opportunities outside London. ○ Assistance with resolving landlord and tenancy disputes. ○ General advice on applying for and accessing social housing through the housing register. Staff are equipped with specialist training and resources to effectively support vulnerable families and individuals with more complex housing needs, ensuring they receive tailored advice and early intervention to help prevent	Head of Homelessness Services + Housing Options Service Manager
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		homelessness and signpost to relevant team where relevant.	
Families in B & B over six weeks	Current: 0 families Note: As of July 2026, Brent Council has 0 families in B & B accommodation. This means that the Council isn't required to produce a B & B elimination plan – however, the Council has identified specific steps that it will take to maintain the current position. Target: 0 Target Date: Ongoing	• Maintain the overall position of 0 families in B & B for over six weeks by: ○ Regularly monitoring data on families in shared/B & B accommodation, including by tracking the six-week rule as part of standard case management processes. ○ Continuing to use updated guidance and checklists when assessing new cases. ○ Continuing to improve recording of accommodation details – to help match families to suitable accommodation. ○ Maintaining a process for escalating cases where there is a risk of breach or delay to senior decision-makers. ○ In exceptional circumstances where no self-contained accommodation is available, any placement into shared facilities must be approved by the Service Manager or above. ○ Dedicated lead officer. ○ Continually identifying opportunities to procure new, suitable accommodation. ○ Temporary Accommodation Visiting Team – Brent participates in the West	TA Project Manager + HRO Service Manager + Emergency Accommodation Team Manager HRO Team Leaders HRO Team Leaders + PRSO Team Leader TA Project Manager & HRO Service Manager TA Project Manager & HRO Service Manager Emergency Accommodation Manager TA Project Manager & HRO Service Manager + PSI Service Manager

		London Alliance TA Visting Support Service Pilot, a sub regional service (with Harrow, Hounslow, RBKC, Barnet, Camden and Westminster) verifying occupancy of TA properties through scheduled and ad-hoc visits, reporting vacancies and potential fraud. This sits alongside Brent's own local occupancy and property checks, with any suspected non-occupation escalated through the Council's own housing and enforcement processes.	Head of Accom Services + HRO Service Manager
Success at preventing and relieving homelessness	<i>Percentage of all duties owed where homelessness was prevented or relieved</i> Current: 33% Target: 42% Target date: 1 August 2027	Continue to deliver the Find a Place You Can Afford initiative. • Explore use of LIFT tool to identify households at risk earlier and intervene. • Explore opportunity to develop in-house predictive tool to predict, using non-homelessness data, households at imminent risk of homelessness and intervene. Strengthen cross system and community partnerships building on the current joint working with communities, drawing on models like the Harlesden Working in Neighbourhoods Team, providing more joined up support to residents.	All Service Managers + Housing Options Team Head of Homelessness Services + Service Managers + Change and Improvement team All Service Managers + Private Rented Sector Sustainment and Compliance Manager

		• Improve communication with residents, including via community organisations, so they know when and where to get help. • Maximise the use of the Private Rented Sector Sustainment and Compliance Team working with tenants and landlords to resolve issues i.e. rent, poor conditions and repairs before they escalate, helping tenants stay in their homes. Where problems can't be resolved, the team advises on next steps and can involve enforcement teams if needed. • Preventing Homelessness Delivery Group (PHDG) to lead a test, learn and grow approach, piloting and scaling prevention interventions to reduce households approaching as homeless or at risk.	Head of Homelessness Services Private Rented Sector Sustainment and Compliance Manager Head of Homelessness Services
Single homeless people supported by SHPS who sustain their tenancy for at least 12 months (% of people against the referral rate)	Baseline: 84% sustainment (July 2026) Target: 75% Target Date: 1 December 2027	• SHPS is contractually obliged to sustain tenancies for 8 months to receive an outcomes payment. The Council will go further and monitor the number of single homeless people who sustain a tenancy for 12 months, as a percentage of the referral rate, to track sustainment beyond the contractual outcome. • This will be monitored using SHPS contract management data and reported through	PSI Service Manager Single Homelessness Service Manager

		existing SHPS contract monitoring arrangements.	
Newly granted refugees placed into accommodation by SHPS who sustain their tenancy for at least 12 months (% of people against the referral rate)	Baseline: 76% <i>sustainment (July 2026)</i> Target: 70% Target Date: 1 December 2027	- The refugee contract, also managed by SHPS, carries the same contractual obligation to sustain tenancies for 8 months to receive an outcomes payment. The Council will monitor the number of newly granted refugees successfully placed into and sustaining a tenancy for 12 months, as a percentage of the referral rate. - This will be monitored using SHPS contract management data and reported through existing SHPS contract monitoring arrangements.	PSI Service Manager Single Homelessness Service Manager
Success at preventing and relieving homelessness for those experiencing multiple disadvantages	<i>Percentage of all duties owed where homelessness was prevented or relieved</i> Current: 26% Target: 44% Target date: 1 December 2027	- Roll out the frontline training programme covering affordability assessments, income maximisation, and welfare advice to improve the quality of prevention activity at first contact. - Develop a coordinated pathway between the DA team, MASH and Best Start Family Hubs to ensure households with complex needs receive joined up support at earliest point of contact. - Ensure care leavers have a housing plan in place well ahead of their 18th birthday, through the joint pathway between Children's Social Care/Leaving Care Team and Housing Options, so that homelessness among care leavers is prevented rather than relieved.	All Services Managers + Team Leaders Head of Homelessness Service + Housing Options Service Manager Head of Homelessness Service

		• Developing more and better supported accommodation for residents experiencing multiple disadvantages. • Develop an improved pathway into supported accommodation for residents experiencing multiple disadvantages, including an integrated supported housing referral panel. Partnership working (below): • Supported accommodation • Hospital discharge team • Use the Preventing Homelessness Delivery Group to coordinate a cross-organisational response to individuals at risk of or experiencing rough sleeping, ensuring a consistent and timely offer of support. • Working in Neighbourhoods Team (WIN) brings the council, NHS, Crisis and community partners together in local multi-agency teams to spot and support residents earlier. • Working with Via, Brent's commissioned Integrated Treatment, Recovery, Wellbeing and Substance Misuse Service, to jointly support residents whose drug and alcohol needs are a driver of homelessness, including a shared care planning and referral into treatment and recovery services for those experiencing multiple disadvantage.	Change and Improvement PM Change and Improvement PM & Head of Accommodation Services Change and Improvement PM Hospital Discharge Housing Coordinator Change and Improvement PM Head of Service of Homelessness Services Single Homelessness Service Manager
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People sleeping rough on a single night	<i>Number of people</i> <i>Single night:</i> Actual: July: 55 (Annual figure: 81) Target: 39 annual figure Target date: 1 December 2027	• Continue to have 2 dedicated Rough Sleeping Housing Officers and Navigators based at Turning Point. They will see anyone presenting as rough sleeping and assess them using the government rough sleeping assessment tool. • Continue to operate the Outreach Team (commissioned) 5 days per week, actively searching for people sleeping rough and referring into the team or Assessment Hub depending on eligibility. • Maintain the 14-bed Assessment Hub (commissioned), with 4 spaces reserved for those with No Recourse to Public Funds (NRPF), providing immediate shelter and structured move-on support. In addition to the core activity set out above, the Council is undertaking the following targeted pieces of work to further reduce rough sleeping, in response to MHCLG's request to understand additional activity planned beyond business as usual. Women's Census Week: Participating in Women's Census Week, with outreach specifically targeted at women sleeping rough, reporting figures to the national statistics office in partnership with Women's Solace Aid, to better understand and respond to female rough sleeping in the borough. Encampments: Moving to enforcement action against individuals in encampments who are not engaging despite being offered support. Of 7 encampments currently identified in the borough, 2	Rough Sleeper & Support Manager Rough Sleeper & Support Manager Rough Sleeper & Support Manager Rough Sleeper and Support Manager
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		have been cleared in recent weeks, leaving 5 remaining. This includes the encampment at Kilburn station, where belongings pushed onto the public highway by TfL have become a council responsibility; this is being addressed jointly by the ASB team and the Police. Built for Zero (BfZ) Sprints: As part of Brent's participation in the Built for Zero framework alongside Crisis and other local partners, the Council is taking part in targeted BfZ improvement sprints – short, focused pieces of work using by-name, real-time data to identify and close specific gaps in the system. The current sprint is reviewing evictions onto the street directly from supported accommodation, examining why some residents are leaving supported placements into rough sleeping rather than moving on successfully, and identifying changes to move-on pathways, support planning, or eviction processes needed to prevent this. Findings and actions from this sprint will feed into the Council's wider work to reach a functional zero position on long-term rough sleeping by 2031.	
People sleeping rough over the whole month who are long term	Number of people: 33 Target: 25 Target date: 1 December 2027	• Move away from the use of CHAIN numbers and work with Crisis and Built for Zero lists to identify people at risk of rough sleeping at the earliest stage, before they reach the street. • Continue to work with MAC (West London Partnership) to support move-on for long-term rough sleepers, including out-of-London options where appropriate, to reduce the number sleeping rough over the whole month.	Single Homelessness Service Manager + Rough Sleeper & Support Manager Rough Sleeper & Support Manager

		• Two Tenancy Sustainment Officers work across the wider single homelessness cohort, not just rough sleepers, with a focus on preventing clients from returning to Turning Point and sustaining their tenancy once housed. • Rough Sleeping Accommodation Programme (RSAP) - Assisting previous rough sleepers with low support needs to find employment. Once in employment, RSAP supports them to move into the private sector and develop independent living skills. • Floating Support & Tenancy Sustainment (Rough Sleeper Specific)- for clients deemed to have very low support needs - not high enough to access commissioned services, but still requiring support. • Craven Park – for individuals who have exhausted all other supported accommodation options and have complex needs (alcohol-related) requiring intensive support. This unit will support up to 8 individuals at a time, living in the building with 24-hour night concierge and daytime support. • Housing First (commissioned) - Intensive support for people who have been rough sleeping. Bypasses the standard homelessness application process – requires only ID and proof of income. A social housing property is allocated directly, with up to 10 hours of in-property support provided.	Tenancy Sustainment Manager Rough Sleeper & Support Manager Rough Sleeper & Support Manager + Tenancy Sustainment Manager Rough Sleeper & Support Manager Rough Sleeper & Support Manager
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		Built for Zero uses real time data to track individuals by name to understand exact housing and support needs.	Rough Sleeper & Support Manager
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Accountability for delivery of this Action Plan

The Brent Homelessness Forum will serve as the primary governance mechanism for overseeing delivery of the Action Plan with external partners, community organisations and residents, meeting quarterly and chaired by Crisis. In addition, Housing Needs and Support's senior management team will be accountable for delivering and monitoring the Action Plan, and progress will also be monitored by the Preventing Homelessness Programme Steering Group.

Regular updates on progress will also be provided to:

- The Lead Member for Housing, Homelessness and Renters
- Brent Council's Cabinet
- Brent Council's Corporate Management Team

How we will know this plan is working

We will know we are delivering this Action Plan when:

- The Homelessness Forum and Preventing Homelessness Delivery Group are using shared data and evidence to shape decisions.

- Partners across health, justice, welfare and the private rental sector are proactively referring people into prevention services, rather than the Council having to chase engagement.
- Successful pilots from the test, learn and grow approach are being scaled into mainstream practice.
- Fewer people leaving hospitals, prisons and care settings are presenting as homeless, reflecting stronger joint working at transition points.
- External partners are helping shape to shape prevention through the Forum, rather than being informed of decisions after the fact.
- The Lead Member, Cabinet and Corporate Management Team are seeing sustained improvement in outcome trends.

Brent Council's partnership approach to addressing homelessness

Homelessness cannot be solved by the Council acting alone. It is driven by factors such as, health, welfare, the justice system, immigration status, the private rental market; that sit substantially outside the Council's direct control, so the Strategy's ambition depends on the strength and coordination of Brent's partnerships as much as on the Council's own services. Partnership working therefore sits at the heart of the Council's approach: not as a supplementary activity alongside statutory homelessness duties, but as core infrastructure for prevention, relief, and long-term system change.

Brent's Homelessness Forum, discussed above, offers an important opportunity for partners and community organisations to provide their expertise and perspective on strategy and direction, with a particular focus on single homelessness. In addition, the Council's Preventing Homelessness Delivery Group (PHDG) provides the strategic coordination for this work. This group brings together Council services and (soon) external partners to lead a test, learn and grow approach to prevention – piloting interventions, scaling what works, and ensuring that partnership activity is aligned with the Action Plan's priorities rather than happening in silos. The group will bring in external partners by March 2027 and will act as the primary route through which external partners feed into the Council's prevention strategy, ensuring that partnership arrangements are not static but continuously refined as needs, evidence, and system pressures change.

The table below sets out the key partners the Council works with, the prevention role each partner plays, how the Council and partner work together in practice, and the specific cohorts or groups that partnership is focused on, including people leaving public institutions such as hospitals, prisons, and care.

Partner Organisation	Prevention Role	How We Work Together	Cohort
Crisis	Provides direct homelessness prevention services and supports Brent's Built for Zero programme, helping to identify people at risk of rough sleeping before they reach the street.	Providing holistic person-centred pathways out of homelessness through: Drop-in support & triage runs Monday-Friday where individuals over 16 who are homeless or at risk can attend in person for assessments. Housing referrals mainly collaborating with the Single Homelessness Team, advocating for individuals and assisting with referrals for temporary council	Rough sleeping; long-term rough sleepers

Partner Organisation	Prevention Role	How We Work Together	Cohort
		accommodation, private rentals and supported housing. Integrated support services, alongside council housing pathways, ESOL and digital skills training, and specialist refugee housing assistance.	
SHPS (Single Homeless Independent People's Service)	Provides supported accommodation and floating support, enabling people to sustain tenancies and avoid repeat homelessness.	Referral pathway from housing options; joint case reviews for clients at risk of tenancy breakdown.	Single homelessness; multiple disadvantage
Beam	Social enterprise supporting people to move on from temporary accommodation and homelessness into employment through training, coaching and crowdfunded programmes, addressing a root cause of homelessness.	Referrals from housing team; joint work to support households in TA to move on, building financial stability and employability alongside housing options.	General prevention; move-on from TA

Partner Organisation	Prevention Role	How We Work Together	Cohort
London North West University Healthcare NHS Trust	Hospital discharge coordination team works proactively with housing to prevent homelessness at the point of discharge, particularly for those with complex health needs.	Joint hospital discharge protocol; named housing link worker for complex cases; early notification of at-risk patients to allow housing intervention before discharge.	People leaving hospital; multiple disadvantage
HM Probation Service	Joint working to prevent homelessness for people leaving custody and those on probation, where lack of settled accommodation significantly increases reoffending risk.	Pre-release housing assessments; referral pathway into housing options; joint case management for those at highest risk of homelessness on release.	People leaving prison; criminal justice
Via – Substance Misuse	Via is Brent's commissioned Integrated Treatment, Recovery, Wellbeing and Substance Misuse Service, providing drug and alcohol treatment and recovery support to residents whose substance use is a driver of homelessness or a barrier to sustaining accommodation. Via plays a preventative role by identifying and addressing substance misuse needs early, before they escalate into a loss of housing, as well as supporting recovery alongside	Via and the Council's homelessness services jointly support residents whose drug and alcohol needs are a driver of homelessness, including shared care planning and a referral pathway into treatment and recovery services for people experiencing multiple disadvantage. The Council is exploring how to strengthen this partnership further, including whether a dedicated officer based at Via's site, or another bridging	Substance misuse needs; multiple disadvantages

Partner Organisation	Prevention Role	How We Work Together	Cohort
	housing stability for people who are already homeless or at risk.	arrangement, would improve engagement with clients who find it difficult to access substance misuse and public health services through mainstream routes.	
Brent Children's Social Care / Leaving Care Team	Joint pathway ensures young people leaving care are not discharged into homelessness, with housing plans in place before they turn 18.	Duty to refer notifications; joint protocol for care leavers approaching 18; priority access to supported accommodation for young people leaving care.	Young people leaving care
NHS Brent Integrated Care Board	Strategic partner on the health and housing interface, commissioning services that address mental health and substance misuse as drivers of homelessness.	Shared data on high-need individuals; participation in multi-agency risk panels.	Multiple disadvantage; mental health; substance misuse
Home Office / Asylum Support	Partnership to prevent destitution and homelessness for households with asylum claims and those with No Recourse to Public Funds (NRPF).	Early notification of asylum decisions to allow housing planning; joint casework for NRPF households; referral into NRPF assessment hub.	Asylum seekers; NRPF households

Partner Organisation	Prevention Role	How We Work Together	Cohort
Veterans Support Organisations	Ensuring Brent meets its statutory duty to have a single point of contact for veterans, and that veterans at risk of homelessness receive appropriate and timely support.	Head of Service for Homelessness – for veterans presenting as homeless or at risk of homelessness (e.g. rough sleeping, street outreach, direct approach.) Head of Accommodation Services – for veterans moving on from supported or temporary accommodation. referral pathway from veterans' organisations into housing options.	Veterans
Department for Work and Pensions (DWP)	Joint work on benefit maximisation and income stabilisation as a core prevention tool, reducing the financial pressures that drive homelessness.	Co-located DWP adviser in housing options; joint work on Universal Credit claims; referrals for households at risk due to benefit changes or sanctions.	General prevention; households in TA
MAPPA / MARAC	Multi-agency frameworks ensuring that high-risk individuals — including those subject to domestic abuse or with serious	Housing representation at MAPPA and MARAC meetings; joint risk assessment and housing planning for high-risk cases.	Domestic abuse; criminal justice; multiple disadvantage

Partner Organisation	Prevention Role	How We Work Together	Cohort
	offending histories — receive a joined-up housing response.		
IDVA (Independent Domestic Violence Advisors)	Specialist support for those experiencing domestic abuse, where safe housing is often the most urgent prevention need.	Fast-track referral pathway from IDVA into housing options; joint safety planning; access to refuge and move-on accommodation.	Domestic abuse
Brent Homelessness Forum	Multi-agency forum providing a shared space for prevention planning, intelligence sharing, and coordination across the borough's homelessness system. The Forum brings together statutory and voluntary sector partners alongside residents with lived experience of homelessness and local community organisations, ensuring the Council's approach is shaped by those directly affected as well as those delivering services.	Monthly meetings; shared data and intelligence; forum for identifying gaps in provision and coordinating responses across partners.	Cross-cutting; all cohorts

Partner Organisation	Prevention Role	How We Work Together	Cohort
MAC (West London Partnership)	Regional partnership supporting move-on for long-term rough sleepers, including out-of-London options — preventing rough sleeping from becoming permanent.	Joint case management for long-term rough sleepers; out-of-borough and out-of-London move-on coordination.	Long-term rough sleeping
Supported Accommodation Provider Forum	Forum for supported accommodation providers across Brent to coordinate provision, share intelligence on need, and plan for future demand.	Regular provider meetings; shared void management; joint planning and future planning.	Multiple disadvantage; complex needs
Look Ahead (Commissioned HRS)	Commissioned Housing Related Support provider delivering supported accommodation for adults 18+ with low to high needs, covering single homelessness, ex-offenders (via probation referral), and those with multiple needs including substance misuse and low-level mental health. Capacity for up to 236 people. Time-limited stays of up to 24 months.	Structured referral pathway via the HRS referral form; joint case management; step-up and step-down between support levels as client needs change.	Single homelessness; ex-offenders; multiple needs
DePaul Charity (Commissioned HRS)	Commissioned Housing Related Support provider for young people aged 16-25, including those with gang-related issues, offending behaviour, substance misuse, or	Structured referral pathway via the HRS referral form; specialist youth	Young people 16-25; care leavers; youth offending

Partner Organisation	Prevention Role	How We Work Together	Cohort
	disengagement from education, training or work. 51 units across 6 properties plus 3 crash pads for 16–17-year-olds. Time-limited stays of up to 24 months.	support; joint working with leaving care team for young people at risk.	
Hestia (Commissioned HRS)	Commissioned Housing Related Support provider delivering two specialist services: mental health supported accommodation for adults 18+ with low to medium needs (105 customers across 20 properties, 300 hours/week support); and a Complex Needs Females service for women affected by domestic abuse, sex working and substance misuse (9 units, 56 hours/week, with night concierge). High needs mental health via 115 Walm Lane (care panel referral). Time-limited stays of up to 24 months.	Structured referral pathway via the HRS referral form; joint working with IDVA and MARAC for domestic abuse cases; care coordinator referrals for high-needs mental health.	Mental health; domestic abuse; complex needs females
Hodge Jones & Allen Solicitors	Legal partner providing housing law advice and representation, preventing homelessness through early legal	Duty solicitor sessions at housing options; legal advice on tenancy disputes and illegal eviction;	Legal prevention; private rented sector

Partner Organisation	Prevention Role	How We Work Together	Cohort
	intervention — particularly for those facing eviction.	representation at court where homelessness can be prevented.	

Brent Council's Long-Term Rough Sleeping Partnership Plan

Collective Vision

Brent Council and its partners share a collective ambition to end long-term rough sleeping in the borough. Our vision is that no one in Brent should be without a safe place to sleep, and that anyone who does sleep rough should be identified quickly, supported effectively, and moved into appropriate accommodation with the right help to sustain it.

Working within the Built for Zero framework alongside Crisis and other local partners, Brent is committed to achieving a functional zero position on long-term rough sleeping where rough sleeping is rare, brief, and non-recurring.

Brent's local target is to reduce the number of people sleeping rough long-term (over the whole month) year on year, with a goal of reaching functional zero for long-term rough sleeping by 2031.

As at May 2026, Brent's single night rough sleeping figure was 40. Over the course of the month, 81 people were seen sleeping rough, of whom 32 (40%) were sleeping rough long-term.

Partnership Approach to Targeting Resources

Brent Council leads a coordinated multi-agency response to rough sleeping, bringing together statutory and voluntary sector partners to ensure resources are targeted at those with the highest need:

- Built for Zero lists are used to maintain a real-time, by-name approach to identifying and tracking people sleeping rough in the borough, moving away from chain numbers towards a person-centred model that enables earlier and more targeted intervention.
- The commissioned Outreach Team operates 5 days per week, actively searching for people sleeping rough and referring them into the Council's team or the Assessment Hub depending on eligibility.
- The Assessment Hub (commissioned) provides 14 bed spaces including 4 reserved for those with No Recourse to Public Funds as the first point of structured support, with an intended stay of 12 weeks and move-on to appropriate accommodation thereafter.
- Housing First (commissioned) provides direct social housing allocation with up to 10 hours weekly of intensive in-property support for individuals with the most complex histories of rough sleeping, bypassing some of the standard homelessness application process.
- Two Navigators provide intensive case coordination for individuals on the by-name list, undertaking immigration, benefits and pre-housing-readiness work before clients are ready for mainstream pathways.
- MAC (West London Partnership) provides out-of-borough and out-of-London move-on options for long-term rough sleepers where local options have been exhausted.
- Three commissioned Housing Related Support Providers Look Ahead, DePaul, and Hestia, provide a range of supported accommodation across the borough, covering single homelessness, young people aged 16-25, mental health needs, and complex needs females. Together these services provide support to over 390 people across Brent.

Coordination of Delivery

Day-to-day coordination of rough sleeping interventions is led by the Rough Sleeper and Support Manager. Council-run services include:

- Two dedicated Rough Sleeping Housing Officers based at Turning Point, who assess anyone presenting as rough sleeping using the government rough sleeping assessment tool. Turning Point is Brent Council's Housing Emergency Centre in Harlesden, where the Single Homeless Prevention Service (SHPS) and Rough Sleeping Housing Officers are based to provide on site assessment and support for people experiencing or at risk of homelessness.
- Two Tenancy Sustainment Officers supporting people across the wider single homelessness cohort. Since 2022 these officers have supported between 85 and 95 people none of whom have returned to rough sleeping.
- Specialist provision at Craven Park for individuals with complex needs who have exhausted all other supported accommodation options, providing intensive 24-hour night concierge and daytime support for up to 8 residents.
- The Rough Sleeping Accommodation Programme (RSAP), which supports individuals with low support needs into employment and independent living in the private sector.
- Floating Support and Tenancy Sustainment, for former rough sleepers' clients with low support needs who do not meet the threshold for commissioned services but still require structured support to sustain to maintain and their accommodation. Since 2022 these officers have supported between 85 and 95 people none of whom have returned to rough sleeping.

The Council's approach is designed as a flexible, stepped system clients can move up or down between levels of support depending on their needs at any given time, ensuring that no one falls through the gaps when their circumstances change.

Collective Monitoring of Progress and Governance

Progress against the long-term rough sleeping target is monitored through:

- Monthly reporting to MHCLG via the DELTA system, covering the single night figure, monthly cohort, long-term rough sleepers, Target Priority Group (TPG) status, and a breakdown of where TPG members are (sleeping rough, in off-street accommodation, in medium/long-term accommodation, in prison or hospital, or lost contact).
- Regular review of the by-name list, shared between Brent Council, Crisis, and Turning Point, to track individual progress and monitor movement.
- Monthly participation in the Brent Homelessness Forum, where the Council provides updates to partners on progress and identifies emerging challenges.
- Reporting to the Preventing Homelessness Steering Group, which provides senior-level oversight and accountability for delivery.

Target Priority Group

Brent's Target Priority Group (TPG) for 2026/27 is defined in line with MHCLG guidance as people who have been sleeping rough in two or more years out of the last three, or in two or more months out of the last 12 months that is, those furthest from having their rough sleeping resolved, who will remain so without bespoke multi-agency intervention. The TPG can include people currently sleeping rough or those in off-street settings who are most likely to return to rough sleeping.

As at May 2026, Brent's TPG stands at 28 people. Of these:

- 10 are currently sleeping rough
- 5 are in off-street accommodation awaiting move-on
- 5 are in medium or long-term accommodation
- 2 are in prison, 1 is in hospital, and 4 have lost contact

The outreach team has refocused its work to prioritise long-term rough sleepers on the TPG, rather than solely responding to new referrals. Progress against the TPG is reported monthly to MHCLG via DELTA. The TPG cohort will be refreshed in autumn 2026 in line with further guidance from MHCLG.

Brent Council's policies for ensuring the suitability of temporary accommodation

Anticipated demand for temporary accommodation, by type of temporary accommodation

Month	Forecast: Households in TA	Financial Year	TA Type: Annexes	TA Type: B&Bs ¹	TA Type: Council owned	TA Type: Long- term leased
01/07/2026	2531	26/27	1421	60	120	930
01/08/2026	2557	26/27	1457	60	120	920
01/09/2026	2571	26/27	1476	60	120	915
01/10/2026	2552	26/27	1452	60	120	920
01/11/2026	2554	26/27	1434	60	120	940
01/12/2026	2548	26/27	1378	60	120	990
01/01/2027	2566	26/27	1346	60	120	1040
01/02/2027	2596	26/27	1326	60	120	1090
01/03/2027	2647	26/27	1357	60	120	1110
01/04/2027	2668	27/28	1373	60	120	1115
01/05/2027	2692	27/28	1397	60	120	1115
01/06/2027	2682	27/28	1387	60	120	1115
01/07/2027	2685	27/28	1390	60	120	1115
01/08/2027	2687	27/28	1382	60	120	1125
01/09/2027	2703	27/28	1388	60	120	1135
01/10/2027	2684	27/28	1359	60	120	1145
01/11/2027	2684	27/28	1349	60	120	1155
01/12/2027	2679	27/28	1334	60	120	1165
01/01/2028	2699	27/28	1344	60	120	1175
01/02/2028	2731	27/28	1366	60	120	1185

¹ N.B. non-self contained B&B accommodation is and will only and exclusively be used for single residents - not for families.

01/03/2028	2784	27/28	1409	60	120	1195
01/04/2028	2805	28/29	1420	60	120	1205
01/05/2028	2829	28/29	1434	60	120	1215
01/06/2028	2819	28/29	1414	60	120	1225
01/07/2028	2823	28/29	1408	60	120	1235
01/08/2028	2824	28/29	1399	60	120	1245
01/09/2028	2840	28/29	1405	60	120	1255
01/10/2028	2822	28/29	1377	60	120	1265
01/11/2028	2823	28/29	1368	60	120	1275
01/12/2028	2817	28/29	1352	60	120	1285
01/01/2029	2837	28/29	1362	60	120	1295
01/02/2029	2869	28/29	1384	60	120	1305
01/03/2029	2922	28/29	1427	60	120	1315
01/04/2029	2944	29/30	1439	60	120	1325
01/05/2029	2968	29/30	1453	60	120	1335
01/06/2029	2957	29/30	1432	60	120	1345
01/07/2029	2961	29/30	1426	60	120	1355
01/08/2029	2963	29/30	1418	60	120	1365
01/09/2029	2979	29/30	1424	60	120	1375
01/10/2029	2961	29/30	1396	60	120	1385
01/11/2029	2962	29/30	1387	60	120	1395
01/12/2029	2956	29/30	1371	60	120	1405
01/01/2030	2976	29/30	1381	60	120	1415
01/02/2030	3008	29/30	1403	60	120	1425
01/03/2030	3061	29/30	1446	60	120	1435
01/04/2030	3083	30/31	1458	60	120	1445
01/05/2030	3107	30/31	1472	60	120	1455
01/06/2030	3097	30/31	1452	60	120	1465
01/07/2030	3101	30/31	1446	60	120	1475
01/08/2030	3102	30/31	1437	60	120	1485

01/09/2030	3118	30/31	1443	60	120	1495
01/10/2030	3100	30/31	1415	60	120	1505
01/11/2030	3101	30/31	1406	60	120	1515
01/12/2030	3096	30/31	1391	60	120	1525
01/01/2031	3116	30/31	1401	60	120	1535
01/02/2031	3148	30/31	1423	60	120	1545
01/03/2031	3201	30/31	1466	60	120	1555

Figures identify the number of households in TA as of the date noted i.e. the start of the month.

Rationale

These figures are underpinned by significant data modelling, taking into account performance, policy and legislative changes, and the Council's transformation ambitions.

The Council used machine learning, based on historical data, to predict the total number of households in temporary accommodation per month going forward. Staff have then made various tweaks, taking into consideration various key points:

- The Council's planned pipeline for temporary accommodation supply, e.g. plans to bring on long-term leased temporary accommodation at scale
- The Council's B&B position, namely that the Council does not use B&B for families
- The Renters' Rights Act – the Council anticipates a 10% reduction in entries into temporary accommodation once the law settles
- Reduced access to new build social housing delivery as a means to ending temporary accommodation occupation, following record new build delivery in 25-26 and 26-27

Brent Council's temporary accommodation policies

[Brent Council's Placement Policy](#) sets out how the Council will:

- ensure suitability requirements are met; and
- mitigate disruption to essential support and services where people are moved into temporary accommodation – especially when those placements are out-of-borough.

Oversight mechanisms for suitability:

The Council's Placement Policy sets out the framework for how temporary accommodation placements are made and reviewed. Key provisions include:

- Suitability assessments are carried out at the point of placement, considering household size and composition, medical and disability needs, proximity to schools and employment, and any safeguarding considerations.
- Out-of-borough placements are made only where no suitable in-borough accommodation is available. Where households are placed out of borough, the Council will work proactively to identify an in-borough or closer alternative at the earliest opportunity.
- All new properties are inspected by the Private Sector Initiatives (PSI) Team before use, to ensure they meet the required suitability and safety standards.
- The Housing Resolutions Team carries out inspections when disrepair is reported, rather than relying on landlord self-certification.
- Automated GP and school notifications are in development, to alert services when a family is signed up to a property minimising disruption to essential services.
- Bridge Support Service provides dedicated one to one support for families living in TA, helping to address practical, financial and wellbeing needs and supporting sustainable move-on into settled accommodation.
- The Council has a 'Setting the Standard' framework to ensure the physical condition of temporary accommodation is suitable with properties assessed against clear standards and non-complaint issues addressed.

Families with Children

The Council applies a heightened duty of suitability for families with children. Key provisions include:

- The Council maintains a position of zero families in B&B or shared accommodation for more than six weeks. Where a family is placed in B&B in exceptional circumstances, this must be approved by the Service Manager or above, and a named officer takes responsibility for resolving the placement as a top priority.
- Public health drop-in surgeries are being formalised at Anansi House and Knowles House (Council-owned emergency accommodation), following joint visits to ensure co-located health services are available to families in TA.
- TA forums are held with families who have been in TA for an extended period, to identify barriers to move-on and provide targeted support.
- Benefit-capped families who have been in TA the longest are prioritised for move-on through a dedicated out-of-borough and out-of-London sourcing project.
- The Council is piloting a joint scheme with the Early Years service to proactively reach out to households in long-term temporary accommodation in Brent with 0–5-year-olds, to prevent educational exclusion.

Monitoring and Review

The Council monitors the suitability of its TA stock on an ongoing basis:

- Data on households in TA is regularly reviewed by the Housing Resolutions Team, including tracking against the six-week rule for families as part of standard case management.
- Accommodation details are recorded systematically to help match families to suitable accommodation and to support data-driven decision-making on procurement.
- The Council continually identifies opportunities to procure new, suitable accommodation including longer-term leased properties and conversions of nightly paid placements to improve the quality and cost-effectiveness of the TA stock.
- The Council's approach to TA suitability is further detailed in its TA Suitability Framework, which sets out the standards expected of all accommodation used for homeless households and the process for reviewing and improving the stock over time.