

Homelessness & Rough Sleeping - Priorities

Priority 1: Increasing early help and prevention				
Action Plan Projects		Completion Date	Organisation and/or Partnership Responsibility for overseeing	Progress Tracking %
Objective 1. To provide the right advice at the right time				
1.1.1	Continue to transform Prevention and Engagement services so that they are accessible when and where people need them			
	Develop a training programme for Torbay Council staff to ensure information and advice is accessible and up to date.	June 2025	Lianne Hancock, Torbay Council	<div><div></div></div> 100%
	To review and codesign potential alternative offer to private landlords i.e. incentives to improve access to accommodation.	October 2025	Lianne Hancock, Torbay Council, Homelessness & Rough Sleeping Partnership.	
1.1.2	Re-design and develop the Council's website, ensuring information and advice is available to help people resolve their own situation			
	Review all Housing website information and provide an integrated housing landing page.	June 2025	Tara Harris, Torbay Council	<div><div></div></div> 100%
	Information produced on Renters Rights Bill to be accessible across partnership websites.	October 2025	Lianne Hancock, Rob Kelly, Torbay Council, Karen Marcellino, Torbay Communities	
	Members of Partnership to review web content and identify areas of improvement to assist people resolving their own situation.	TBC by Partnership	All, Homelessness & Rough Sleeping Partnership	
1.1.3	Implement face to face facilities to ensure accessibility for all			
	Establish face to face appointment based facility for minimum of 12 Hours per week with the ability to invite support agencies/partners to assist clients.	June 2025	Mike Parker, Torbay Council	<div><div></div></div> 95%
	Explore the feasibility of using Paignton Library to host face to face appointments to increase capacity for face to face appointments.	July 2025	Mike Parker, Torbay Council/Claire Bithell (Community Hub & Health & Wellbeing Network)	<div><div></div></div> 80%
	Provide advice about housing in the community in family hubs, where a range of services for families are located.	April 2025	Lianne Hancock/Rachel Setter, Torbay Council	<div><div></div></div> 100%
	Joint partnership appointments at Leonards Stocks Hostel to enable planned move on from the Hostel.	April 2025	Katy Fisher, Leonard Stocks Centre	<div><div></div></div> 100%
1.1.4	Strengthen our partnership commitment to joint working on homelessness prevention			
	Developing a universal training program accessible for all that may encounter people that are at risk of homelessness.	December 2025	Homelessness & Rough Sleeping Partnership	
	Further development of cross working related to pre-enforcement action support.	October 2025	Rob Kelly, Torbay Council, Sue Julyan, Torbay Citizens Advice	<div><div></div></div> 20%
1.1.5	Develop a Homelessness & Rough Sleeping Partnership to connect services responding to homelessness.			

Action Plan Projects		Completion Date	Organisation and/or Partnership Responsibility for overseeing	Progress Tracking %
	Establish Steering Group.	June 2025	Tara Harris, Torbay Council	<div><div></div></div> 70%
	Agree governance structure, Terms of Reference and membership of Partnership.	July 2025	Chair of Homelessness & Rough Sleeping Partnership	<div><div></div></div> 40%
	First meeting of Homelessness & Rough Sleeping Partnership.	July 2025	Chair of Homelessness & Rough Sleeping Partnership	<div><div></div></div> 40%
1.1.6	Put information sharing agreements and consent forms in place so that anyone approaching services (with their permission) only need tell their story once.			
	Develop and implement joint data sharing protocol.	August 2025	Tara Harris, Torbay Council, Tracey Cabache, Torbay Communities (then cascaded to other local voluntary sector partners).	<div><div></div></div> 70%
	Explore options for a shared information and case management platform so people can be supported collectively.	January 2026	Chair of Homelessness & Rough Sleeping Partnership	<div><div></div></div> 30%
	Review and implement a co-ordinated assessment form to avoid duplication of people having to give information multiple times.	July 2025	Dave Parsons/Jo Beer, Torbay Council	<div><div></div></div> 20%
1.1.7	Deliver timely, accurate and accessible housing advice and guidance.			
	Single Point of Contact for partners agencies within Housing to assist clients in a timely manor.	September 2025	Mike Parker Torbay Council, Homelessness and Rough Sleeper Partnership	<div><div></div></div> 20%
	Explore alternative methods of communication to increase accessibility e.g. online chat etc.	March 2026	Mike Parker, Pauline Godfrey Torbay Council	<div><div></div></div> 10%
	Review provision for LGBTQ+ with regards to advise and provision.	February 2026	Mike Parker, Pauline Godfrey Torbay Council	
	Explore operations with Torbay Council Call Centre to assess is there are opportunities to enable clients to get service at first point of contact therefore avoiding delays.	June 2026	Jon Bell, Mike Parker, Torbay Council.	<div><div></div></div> 70%
Objective 1.2 Targeted prevention to reach people whose homelessness is hidden from services and to prevent and reduce repeat homelessness, rough sleeping and youth homelessness				
1.2.1	Develop a strategic plan for integrating housing and mental health practices in Torbay.			
	Review DPT's commissioned work by Housing Associations' Charitable Trust (HACT) in this area.	TBC - Awaiting DPT Review Results	TBC	
	Develop Commissioning priorities for integrating housing and mental health practices in Torbay.	TBC	Tara Harris/Anna Coles, Torbay Council	
1.2.2	Deliver a range of solutions so that no one in Torbay needs to sleep rough.			

Action Plan Projects		Completion Date	Organisation and/or Partnership Responsibility for overseeing	Progress Tracking %
	Reduce the occurrence of people losing temporary accommodation through providing support and therefore potentially for rough sleeping.	March 2026	Lianne Hancock, Torbay Council	<div><div></div></div> 50%
	Utilising grant funding opportunities to provide discretionary offer of accommodation to prevent rough sleeping.	March 2026	Lianne Hancock/Dave Parson, Torbay Council	<div><div></div></div> 50%
1.2.3	Ensure people are not discharged from prison or hospital directly onto the street through joint working protocols and that appropriate accommodation is offered by the right agency.			
	Continuation of Prison Navigator post to facilitate planned exists from prison. (current funding until March 2026).	November 2026	Lianne Hancock	<div><div></div></div> 10%
	Provision of accommodation by Probation and integration into wider accommodation pathway.	TBC	Probation	
	Development of Prison Release protocols and linkages with virtual Probation Homeless Prevention team.	August 2025	Lianne Hancock, Torbay Council/TBC Probation	<div><div></div></div> 20%
	To explore the potential of the Community Helpline Hospital Discharge project to ensure people are not discharged directly onto the street (assuming ICB continue to fund Hospital Discharge project post March 2025).	July 2025	Karen Marcellino, Torbay Communities	<div><div></div></div> 50%
1.2.4	Design homelessness out of young people's lives by working with Early Help Services			
	Assessment of correct approach and development of program to engage with young people to raise awareness of housing, the challenges and the solutions.	February 2026	Lianne Hancock, Andrew Moorhouse Torbay Council, Homeless & Rough Sleeping Partnership.	<div><div></div></div> 5%
	Homelessness Awareness sessions to be delivered across education providers.	September 2025	Nicola Whelan, Torbay Council	
1.2.5	Ensure there are integrated working practices across Housing and Children's Services.			
	Expansion of Early Help Housing approach with Children's services.	June 2025	Lianne Hancock, Torbay Council	<div><div></div></div> 100%
	Review Youth Homelessness Protocol.	July 2025	Lianne Hancock, Shaun Evans, Torbay Council	<div><div></div></div> 50%
	Housing Options to provide 6 units of accommodation on behalf of Children's Services to accommodate families related to Section 17 Duties and form part of Early Help Housing approach.	September 2025	Lianne Hancock/Becky Thompson Torbay Council	<div><div></div></div> 10%
	Deliver and embed the Joint Intentionally Homeless protocol across services to prevent adverse decisions.	July 2026	Lianne Hancock/Becky Thompson, Torbay Council	<div><div></div></div> 100%
	Continue joint working between Family Group Conference and Youth Homelessness Prevention team to ensure a family led approach to preventing young people becoming homeless.	Ongoing	Nicola Whelan, Torbay Council	
	Where homelessness/risk of homelessness is confirmed, continue to work with young people and their families through the Joint Housing Assessment and planned referrals to appropriate housing services that meet their needs if they cannot remain within the family unit.	Ongoing	Nicola Whelan, Torbay Council	
Objective 1.3 Reduce homelessness from private rented accommodation				
1.3.1	Continue to develop our 'Duty to Refer' model.			
	Continue to ensure and promote the 'Duty to Refer' model so it is embedded in all public services. Data to be reviewed quarterly to assess effectiveness.	June, September, December 2025, March 2026	Mike Parker, Torbay Council	To be reviewed at end of Q1

Action Plan Projects		Completion Date	Organisation and/or Partnership Responsibility for overseeing	Progress Tracking %
1.3.2	Develop our relationship with landlords to improve communication and access to information to ensure early intervention if tenancies begin to fail.			
	Continue to promote single point of contact with Landlords to provide advice and support and signpost to relevant assistance. Review of effectiveness and delivery to be undertaken to improve service.	January 2026	Mike Parker, Torbay Council	
	Provide regular legislative updates and assistance articles in landlord and letting agency newsletter on tenancy and financial support related matter, minimum twice a quarter.	June, September, December 2025, March 2026	Lianne Hancock, Torbay Council	Newsletter in place, 3 in Q1. Over 420 subscribers
1.3.3	Work with private landlords to increase standards, reduce evictions and make Torbay's private rented sector, the 'sector of choice'.			
	Implementation of the Renters Rights Bill legislation changes.	October 2025 TBC	Rob Kelly, Lianne Hancock, Torbay Council	<div></div> 40%
	Develop training opportunities for Landlords to improve standards of accommodation.	Ongoing	Rob Kelly, Torbay Council	Upskilling through newsletter and course being provided.
	Further develop the newly established landlords and letting agency newsletter to increase engagement and knowledge levels in the sector.	Ongoing	Rob Kelly, Torbay Council	Newsletter have included homelessness articles
	Review Civil Penalty Policy in line with legislative changes.	October 2025	Rob Kelly, Torbay Council	In progress awaiting legislative changes
Priority 2: Intervention				
Objective 2.1 Providing somewhere safe to stay. We will:				
2.1.1	Develop a range of accommodation options so that no one needs to sleep rough.			
	To provide integrated partnership delivery of SWEP through council owned asset.	May 2025	Dave Parsons, Torbay Council	Costed proposal written delivered in partnership with voluntary sector
	Increase through put at the hostel to increase access to accommodation and off the street offer.	March 2026	Katy Fisher, Torbay Council	Throughput remains consistent. Wider proposal being developed
2.1.2	Develop a pathway of accommodation with a variety of support ensuring an offer for those with multiple and complex needs that does not rely on the hostel, thereby providing alternatives.			
	Development of fully costed options appraisal for temporary accommodation for single people with floating support as part of a wider accommodation pathway.	May 2025	Lianne Hancock/Tara Harris, Torbay Council	<div></div> 100%
2.1.3	Develop an approach that focus on prevention of homelessness for young			
	Delivery of Youth Homelessness Panel 's, including youth housing providers, to prevent breakdown of placements.	Ongoing	Shaun Evans, Torbay Council	
	Provision of youth homelessness workers to work across Children's Services and Housing to provide support for 16-17 year olds.	July 2025	Shuan Evans, Torbay Council	Being reviewed
	Deliver of drop in surgeries via the Family Hub network, for young people to access advice and support if they believe they are at risk of homelessness.	Ongoing	Nicola Whelan, Torbay Council	Being reviewed
2.1.4	Collaboratively develop a Supported Housing Strategy.			

Action Plan Projects		Completion Date	Organisation and/or Partnership Responsibility for overseeing	Progress Tracking %
	Commission a supported housing needs study in partnership with DCC to produce the baseline 5-10 year housing needs data.	April 2026	Adam Russell, Torbay Council	
	Comprehensive review of the Supported Housing (Regulatory Oversight) Act 2023. The SHROA consultation paper was only published on 24/2/25.	September 2025	TBC	<div><div></div></div> 10%
2.1.5	Strengthen and develop wider partnerships with existing and new providers to maximise opportunities to develop and provide services in Torbay.			
	Undertake provider engagement session for the procurement of a range of supported accommodation options for 16- and 17-year-olds homeless and/or at risk of homelessness; cared for 16 and 17-year-olds and care experienced young people.	April 2025	Fozia Ashraf, Torbay Council	Being reviewed
	Develop a joint commissioning offer across Children's and Adults Directorates to provide a more attractive supported accommodation contract for potential bidders and increase market engagement and economy of scale.	January 2026	Lianne Hancock/Fozia Ashraf, Torbay Council	Being reviewed
	Development and procurement of temporary accommodation provision in line with pathway developed.	March 2026	Lianne Hancock Torbay Council	
	Procurement tender for a range of supported accommodation options for young people (and adults, dependant on decision of a joint commissioning offer) contract/framework to go live April 2026.	June 2025	Fozia Ashraf, Torbay Council	Being reviewed
2.2 To provide targeted support, we will:				
2.2.1	Carry out targeted rough sleeping outreach work in the community that also seeks to understand why certain groups are over represented in homelessness.			
	Continue to provide targeted rough sleeping outreach work and review funding and delivery (grant funded until March 2026).	October 2025	Dave Parsons, Torbay Council	<div><div></div></div> 10%
	Development of comprehensive cross organisational data set that allows the analysis of information to understand the reasons for rough sleeping and therefore assist in the formation of policy and interventions.	January 2026	Dave Parsons, Torbay Council/ Homelessness and Rough Sleeper Partnership	<div><div></div></div> 10%
	Develop daytime services offering basic hygiene and sanitary amenities such as toilets, showers and laundry facilities.	October 2025	Dave Parsons , Torbay Council	
	Protect rough sleepers belongings by providing storage lockers to reduce items on the streets.	June 2025	Dave Parsons, Torbay Council	<div><div></div></div> 100%
2.2.2	Provide a tenancy sustainment service to support people recovering from homelessness.			
	Review process for discretionary housing payments to enable access to deposits and rent in advance in a more timely manner to secure accommodation.	July 2025	Richard Owen, Torbay Council	<div><div></div></div> 20%
	Review existing services within voluntary sector to fully understand service provision and sustainability to inform any commissioning requirements.	October 2025	Tara Harris, Torbay Council	
	Review of tenancy sustainment service provided through Rough Sleeper Initiative funding, grant funded until March 2026.	September 2025	Dave Parsons, Torbay Council	<div><div></div></div> 15%
	Develop fully costed options appraisal for floating support to help people sustain their tenancies as transition from temporary accommodation.	May 2025	Lianne Hancock/Tara Harris, Torbay Council	<div><div></div></div> 100%

Action Plan Projects		Completion Date	Organisation and/or Partnership Responsibility for overseeing	Progress Tracking %
2.2.3	As Corporate Parents ensure that there are planned pathways and appropriate information and support to meet the needs of care experienced young people.			
	Ensure all Personal Advisors are fully aware of the Housing pathways for Care experienced young people and regular training and information is in place.	July 2025	Andrew Moorhouse, Torbay Council	Being reviewed
	Provision of Youth Homelessness Prevention Planning Panel (YHPP) to review pathways.	Ongoing	Shaun Evans, Torbay Council	<div><div></div></div> 100%
	Weekly reviews of Young People not in appropriate housing, between Care Experienced Team Manager and Housing. Also reviewed by Children's Services Divisional Director and presented to the quartet.	Ongoing	Becky Thompson, Torbay Council	<div><div></div></div> Mechanisms in place
Objective 2.3 We will maintain a commitment within the authority area to:				
2.3.1	Never place any young person aged 16 or 17 in B&B except in an emergency.			
	All B&B placements if required to be signed off and agreed by Head of Service.	April 2025	Lianne Hancock/Shawn Evans, Torbay Council	<div><div></div></div> 100%
	Strategically plan accommodation placements to eliminate B&B use at weekly meeting.	Ongoing	Lianne Hancock, Torbay Council	<div><div></div></div> 100%
2.3.2	Never place a family in B&B except in an emergency.			
	Annually review sufficiency strategy for self contained family accommodation to ensure sufficient and appropriate provision to prevent B&B placements.	March 2026	Tara Harris, Torbay Council	
	Weekly placement review meetings and robust management performance information in place.	April 2025	Mike Parker, Torbay Council	<div><div></div></div> 100%
2.3.3	Ensure that there is appropriate awareness of care leavers circumstances to reduce the risk of them experiencing homelessness.			
	Ensure the Torbay Local Offer is kept up to date with details on housing pathways.	Ongoing	Shaun Evans, Torbay Council	Being reviewed
	Development of Care Experienced drop-in surgery to include housing support.	May 2025	Andrew Moorhouse/Lisa Russell, Torbay Council	In place uptake being reviewed
2.3.4	Explore relevant opportunities to attract and maximise funding and investment to improve and deliver services or support.			
	Review housing benefit subsidy levels to inform model of delivery in provision of temporary accommodation.	October 2025	Tara Harris, Richard Owen, Torbay Council	
	Utilisation of Home England Funding on a scheme by scheme as appropriate.	March 2026	Sam Irving, Torbay Council	<div><div></div></div> 10%
	Utilise the new Homelessness & Rough Sleeping Partnership to provide a mechanism by which to collectively increase funding.	TBC by Partnership	Homelessness & Rough Sleeping Partnership	
Priority 3: Achieving Better Outcomes, Better Lives				
Objective 3.1 Supporting people with complex lives. We will:				
3.1.1	Jointly prepare a single multi agency plan for complex individuals and expand our work through the Housing & Vulnerability Forum. Build upon our co-located team approach and expand this offer.			
	Implementation of shared case management system across the Alliance.	October 2025	Simon Acton, Torbay Recovery Initiative	<div><div></div></div> 40%

Action Plan Projects		Completion Date	Organisation and/or Partnership Responsibility for overseeing	Progress Tracking %
	Evaluate and review existing multi agency process with Housing and Vulnerability meeting to identify any areas of improvement.	December 2025	Tara Harris, Torbay Council	
3.1.2	Continue to transform systems through our Multiple and Complex Needs Alliance (Growth in Action).			
	Continued development of the Alliance through the annual delivery plan.	March 2026	Growth in Action Alliance	<div><div></div></div> 20%
3.1.3	Ensure there is ongoing flexible and agile support as and when needed.			
	Undertake Alliance work force review to understand resource we have and identify collective training.	July 2025	Growth in Action Alliance	<div><div></div></div> 80%
3.1.4	Develop a strategic plan for Housing those with Complex Needs in Torbay.			
	To join up existing and new work informed by needs analysis of those that are hard to house due to physical and substance misuse needs.	December 2025	Tara Harris, Adam Russell, Bruce Bell Torbay Council	
3.1.5	Work collaboratively with our Public Health colleagues to inform service provision.			
	Assess the treatment and accommodation needs for people experiencing homelessness and substance misuse to review sufficiency of provisions.	July 2025	Dave Parsons, Natasha Reed, Torbay Council	<div><div></div></div> 10%
	Train front facing staff to carry and deliver Naloxone to respond to an opioid overdose	May 2025	Dave Parsons, Natasha Reed, Torbay Council	<div><div></div></div> 100%
	Review options for workforce development around working with people with addiction (with particular reference to homelessness).	July 2025	Dave Parsons, Natasha Reed, Torbay Council	<div><div></div></div> 20%
	Seek to identify long term funding for substance misuse outreach posts.	December 2025	Dave Parsons, Natasha Reed, Torbay Council	
3.2 Building peoples resilience. We will:				
3.2.1	Establish local networks to provide support to sustain tenancies.			
	Upskill voluntary sector organisations to enable them to provide a broad range of support to prevent homelessness.	March 2026	Homelessness & Rough Sleeping Partnership	
3.2.2	Develop peer advocacy, employment, volunteering and training opportunities to help with integration into the community.			
	Develop and commission a peer advocacy, employment, volunteering and training opportunity.	Estimated start date September 2025	Carl Wyard, Torbay Council	<div><div></div></div> 20%
	Identify and refer people who approach housing services to Connect to Work program linking people to work or better work (program has 300 place each year over 3 years).	Estimated start date September 2025	Mike Parker, Torbay Council	
	Analysis of DWP and Homelessness Data to assess level and reasons for unemployment and level of income within the client group to inform interventions to assist.	November 2025	Lee Tozer, DWP/Mike Parker, Torbay Council	
	Where appropriate link clients that approach the housing service in with proposal for peer mentoring program (Community Wellbeing Contract and Social Mobility Project).	Community Wellbeing Contract - September 2025. Social Mobility Project TBC	Community Wellbeing Contract - Mike Parker Torbay Council. Tracey Cabache. Social Mobility - Public Health and Caryl Wayard	
	Explore peer mentoring/support through the drug treatment programme.	February 2026	Bruce Bell Torbay Council	

Action Plan Projects		Completion Date	Organisation and/or Partnership Responsibility for overseeing	Progress Tracking %
3.2.3	Provide practical and ongoing support that will meet the individual needs of households. This will include engagement with mental health and other services, specialist support to victims of domestic abuse or young people and working with marginalised families.			
	Skilled DA support for those occupying Safe Accommodation and others that maybe homeless living elsewhere.	In place, ongoing	Shirley Beauchamp, Torbay Council	<div><div></div></div> 100%
	Access to a flexible funding pot to support those victims in safe accommodation to either access safe accommodation or to assist with move on.	April 2025	Shirley Beauchamp, Torbay Council	Pot available - review ongoing on effectiveness and uptake
	To sustain the Complex Lives Navigators to be based at the Leonard Stocks Hostel, working with women experiencing multiple life challenges.	December 2025	Shirley Beauchamp, Torbay Council	
	Implement Safe Accommodation Strategy Action Plan.	2024 - 2026	Shirley Beauchamp, Torbay Council	<div><div></div></div> 20%
	Provision of an additional 2 units of one bedroom safe accommodation through TDAS.	March 2026	Shirley Beauchamp, Torbay Council/TDAS Sanctuary Housing	Waiting Sanctuary Board approval and property vetting
	Better understand the correlation of housing and substance misuse needs to inform service provision.	December 2025	Lianne Hancock/Bruce Bell Torbay Council	
	Develop a tiered support system which recognises the support needs of anyone experiencing or recovering from homelessness, ensuring an offer for all.	December 2025	Lianne Hancock/Tara Harris/Fozia Ashraf	
	Identify the best way to respond to mental health needs.	December 2025	Tara Harris, Torbay Council/TBC	
3.3 Building upon experience to develop and improve services. We will:				
3.3.1	Be proactive in understanding and responding to current homelessness causes and risk factors			
	Continue to use local, regional and national data to identify trends, benchmark and inform service development. Operational and Corporate Dashboard to be developed.	September 2025	Lianne Hancock/Dave Parsons, Torbay Council	<div><div></div></div> 70%
	Assess the experience and quality of temporary accommodation provision through use feedback survey. Results reported on quarterly basis.	April 2025	Lisa Russel Torbay Council	<div><div></div></div> 100%
	Develop the Growth In Action Coproduction Strategy and ensure consultation on relevant policies and procedures lived experience members.	September 2025	Bruce Bell Torbay Council	
3.3.2	Continue to learn from local experience with 16 and 17 year olds and care experienced young people.			
	Develop a feedback form for Young People and their worker to complete during exit planning to gain an overview of experience of the Youth Homelessness Prevention pathway to inform future service delivery and improvements.	May 2025	Nichola Whelan/Emma Thomas, Torbay Council	Being reviewed
	Include feedback and voice of Care Experienced young people.	May 2025	Andrew Moorhouse Torbay Council	Being reviewed
3.3.3	Understand the actual cost of homelessness both as an organisation and wider system to inform and make the case for homelessness services and prevention activities.			
	Development of a partnership dashboard that illustrates the wider cost and impact of homelessness in Torbay.	TBC by Partnership	Homelessness & Rough Sleeping Partnership	
3.3.4	Work collaboratively to achieve the objectives of the Housing Strategy.			
	To provide annual updated need analysis to inform wider housing delivery and needs within the service.	March 2026	Lianne Hancock, Torbay Council	

Action Plan Projects		Completion Date	Organisation and/or Partnership Responsibility for overseeing	Progress Tracking %
3.3.5	Raise the profile of homelessness ensuring that it is visible within the council and embedded in other strategies.			
	Joint Communications Plan to be formed by the Homelessness & Rough Sleeping Partnership.	TBC by Partnership	Homelessness & Rough Sleeping Partnership	
	Ensure that homelessness is a priority of Torbay Council by driving and advocating service demand and needs with elected members and senior leadership through information sharing and illustrating the linkages across agendas.	March 2026	Tara Harris, Torbay Council	