DARTFORD BOROUGH COUNCIL

Homelessness and Rough Sleeping Strategy 2024-2029 Action Plan (revised November 2026)

Local Outcomes Framework

The Local Outcomes Framework links the five priorities to measurable improvements. The figures below are the latest baselines from national homelessness statistics. This section sets out Dartford's local targets for improving outcomes over the course of this action plan. The targets have been developed using local baseline data and recent trends, taking account of the ambitions set out in national targets. The action plan explains the actions we will take and how we will work with partners to achieve these targets. Reporting the direction of performance against the local targets makes the scale of change expected transparent, while recognising that performance is influenced by wider factors beyond the control of any single organisation. Progress will be reviewed quarterly, with monthly operational monitoring.

Priority outcome: To prevent and reduce homelessness and rough sleeping					
Metric / proposed lead and action links	**Baseline Dec 2025**	**Year 1 local target Sept 2026**	**Year 1 direction Sept 2027**	**Year 2 local target Sept 2028**	**Year 3 local target Sept 2029**
Rate of households in temporary accommodation with children per 1,000 households **Lead: Housing Solutions Manager**	9.44	10.1 (as at 31.03.26)	9.0	8.0	7.0
Number of households with children in B&B over 6 weeks **Lead: Housing Solutions Manager**	0	0	0	0	0
Percentage of duties owed where homelessness was prevented or relieved **Lead: Housing Solutions Manager**	52%	55%	58%	60%	65%
Percentage of duties owed where homelessness was prevented or relieved for households experiencing multiple disadvantage **Lead: Housing Solutions Manager**	82%	85%	85%	88%	90%
Number of people sleeping rough on a single night **Lead: Housing Solutions Manager**	11	5	3	2	1
Number of people sleeping rough over the month who are defined as long term **Lead: Housing Solutions Manager**	2	0	0	0	0

Local Governance and Accountability

Dartford Borough Council

Dartford Borough Council's Deputy Chief Executive (Housing & Public Protection) and the Cabinet Portfolio Holder for Housing have accountable roles by providing strategic leadership, overseeing performance, and ensuring homelessness remains a corporate priority. Where there are any issues identified around delay, risk and underperformance regarding implementation of the Homelessness and Rough Sleeping Strategy, this will be escalated to the Deputy Chief Executive (Housing & Public Protection) and the Cabinet Portfolio Holder for Housing by the Assistant Director of Housing.

Oversight of the Housing Service at governance level sits with the Housing Advisory Board, which considers reports from the Housing Service and makes recommendations to the Council's decision-making body – Cabinet. Chaired by the Cabinet Portfolio Holder for Housing, the Housing Advisory Board plays an advisory role and provides a level of scrutiny and accountability for the Housing Service by keeping a check on how it is doing in providing good quality services.

This Homelessness and Rough Sleeping Strategy was endorsed by the Housing Advisory Board on 17 January 2024 noting its role to receive annual updates on progress with delivering the strategy actions including performance against the local targets and the strategy success measures. Cabinet resolved to adopt the strategy on 25 January 2024.

Annual updates on the delivery of this strategy have since been reported to the Housing Advisory Board on 14 May 2025 and 13 May 2026. Cabinet has oversight of and has considered and noted the minutes of the Housing Advisory Board containing the annual updates on 24 July 2025 and 25 June 2026.

Moving forward, the Assistant Director of Housing will be the senior responsible owner. The Housing Solutions Manager maintains the action plan, evidence log and overall performance; obtains monthly lead updates; and undertakes a formal quarterly review with the Assistant Director and the Dartford Homelessness Forum. Existing Housing Advisory Board scrutiny and Cabinet decision-making arrangements continue; reporting progress annually through that route and sooner where a decision is required.

Partner organisations

The Dartford Homelessness Forum will be responsible for externally monitoring the implementation of the strategy and measuring our performance. We will use key data to tell us how well we are doing, and review and update our actions accordingly, so the strategy is able to adapt and change to fluctuating circumstances and challenges.

Pending relaunch of the Dartford Homelessness Forum, delivery of oversight sits with the Assistant Director of Housing, supported by the Housing Solutions Manager.

How we work with our partners

Preventing and relieving homelessness in Dartford depends on effective partnership working. Whilst Dartford Borough Council has a clear leadership and statutory role, no single organisation can address the causes and consequences of homelessness alone. Dartford benefits from the following strong network of partnerships and joint working arrangements to put homelessness prevention at the heart of support and services.

Housing Hub

The Housing Hub is a multi-agency approach to case management. Situated in Dartford Borough Council's Civic Centre, the Housing Hub is made up of a number of agencies to ensure that homelessness is prevented as far as possible by providing a joined up approach to each homeless situation. Membership includes:

- Department for Work and Pensions
- Revenues and Benefits
- Citizens Advice
- Porchlight
- Mental Health Support
- Specialist Children's Services and Early Help
- Housing Solutions team
- One You
- Hospital Discharge Team
- YMCA
- Dartford Larder
- Domestic abuse support services

Single Homeless Prevention Service

The Single Homeless Prevention Service is a partnership between the Council and Porchlight to help rough sleepers with very complex needs to move successfully from the streets into accommodation. The service provides outreach to rough sleepers and a weekly drop-in (Single Person Homelessness Hub) with a focus on preventing and ending rough sleeping. In partnership, the Council and Porchlight ensure that there is an offer of accommodation off the streets for anyone found to be rough sleeping

The service also provides a health hub drop in Monday to Friday in the community for people experiencing rough sleeping to access vital health care, showers, clothes washing and clothes bank, haircuts and general support. This project won a Kent Housing Group Excellence Award in 2025.

The Council's partners working to end rough sleeping deliver much-valued support in the borough. Porchlight's Rough Sleeper Service team provides outreach to find people who are living on the streets. They help them into suitable accommodation and find them support for any problems they are facing. The focus thereinafter is to establish the support needs required to reduce the risk of repeated homelessness. We are working towards rough sleeping being brief and non-recurring.

Duty to Refer

Specific public authorities have a duty to notify local housing authorities of service users they consider may be homeless or threatened with homelessness. The duty to refer will help to ensure that services are working together effectively to prevent homelessness by ensuring that people's housing needs are considered when they come into contact with public authorities. The public authorities subject to the duty to refer include:

- Prisons
- Youth offender institutions
- Secure training centres
- Secure college
- Youth offending teams
- Probation Service
- Jobcentre Plus
- Social service authorities
- Emergency departments
- Urgent treatment centres
- Hospitals in their function of providing inpatient care

The Council welcomes referrals from partner agencies about people who are homeless or at risk of homelessness. Partners should use the agreed homelessness referral route with consent and the information needed for an effective response.

Kent Housing Group

The Kent Housing Group (KHG) is a forum for housing organisations in Kent and Medway. The group encourages sharing best practice and knowledge and identifying areas for joint working in order to deliver better housing services. KHG has a number of sub groups which cover more specific areas within housing including the Kent Housing Options Group (KHOG). All the Kent local authorities and Medway Council are represented on KHOG and the aim of the group is to share best practice in terms of homelessness, housing options, allocations, lettings and service delivery. Dartford Council's lead on this group is the Housing Solutions Manager, attending in-person and online meetings with Kent colleagues and working collaboratively to develop protocols and pathways on a County level.

Through the Kent Housing Group partnership, a number of Kent-wide joint working protocols and schemes have been developed to respond to both national and local demands upon services working to prevent homelessness and support vulnerable groups:

- Kent and Medway Domestic Abuse Reciprocal Scheme – the scheme provides a coordinated approach to managing reciprocal moves between housing providers. A central referral and matching process allows partners to identify suitable properties and facilitate safe relocations, ensuring survivors can rebuild their lives away from risk.
- Joint Working Protocol for Care Leavers – the protocol aims to support young people leaving care into secure accommodation, whilst providing them with the necessary skills and support to both obtain, and sustain, future accommodation ultimately preventing homelessness before it has the chance to occur.
- Joint Protocol between Kent County Council and local housing authorities to address the needs of intentionally homeless families with children – the protocol aims to jointly assess how best to meet the needs of intentionally homeless families with children and any potential risk to the health or development of the children of such families.
- Kent and Medway Duty to Refer Protocol – the protocol sets out how local authorities within Kent and Medway, and public authorities operating in the local areas will work together to prevent homelessness; it also sets out the procedures to be followed in making referrals of individuals identified as being homeless or at risk of homelessness.
- Joint Working Protocol for Young People – the protocol is to guide each relevant organisation on the approach to supporting young people aged 16 and 17 and care leavers (18+) in an agreed and transparent way, this includes promoting the responsibility of all professionals to ensure that the young people who are being assisted can have access to inclusive independent advice, that will enable them to make informed decisions and choices across all elements of their life.
- Pre Eviction Protocol – the protocol sets out how all local authorities and housing associations who are members of the KHG will make a referral to the local housing authority for homeless prevention assistance where their tenant is at risk of eviction.
- Kent and Medway Homelessness Local Connection Referral Protocol – the protocol sets out how local authorities within Kent and Medway will respond to Section 198 local connection referrals, where a local authority is satisfied the applicant is eligible and homeless, but does not have a local connection to their local authority.
- Kent High Priority Rehousing Reciprocal Scheme – the scheme provides guidance and procedure for a voluntary reciprocal arrangement between the twelve Kent authorities, excluding Medway. The scheme is intended for applicants in all types of tenure who have become homeless or are threatened with homelessness, who are at risk of domestic abuse, violence or serious harm.
- Kent Agency Assessment (Joint Stock referrals) – the assessment procedure is designed to be used by professionals from statutory agencies to help to assess their clients' health and support needs when there is a substantial need to move.
- Affordability Protocol – the protocol is used as a guide, to assist with a consistent and fair approach to affordability and social housing.
- Temporary Accommodation Placing Protocol — the Kent Housing Options Group is working collaboratively to create a County wide agreement on placing which will monitor property standards and compliance and pricing.

Dartford Domestic Abuse One Stop Shop

The One Stop Shop offers free advice, information and support from a range of agencies under one roof at Dartford Borough Council's Civic Centre every Tuesday morning between 9.30am and 12 noon. Representatives include the Council's Housing Service, legal representation and domestic abuse specialist support provider Clarion, plus other agencies; all offering advice on issues concerning domestic abuse. Partner referrals should be consent-based, with urgent safeguarding routes used where needed. Safe housing outcomes should be monitored without disclosing identifying details.

North Kent Domestic Abuse Forum

The North Kent Domestic Abuse Forum is an independent inter-agency partnership that brings together voluntary and statutory agencies, including the Dartford Borough Council's Housing Service, with the aim of strengthening partnership working, information sharing and coordinated service provision in response to domestic abuse. Led by the Housing Solutions Manager and the Housing Domestic Abuse coordinator, this is a bimonthly meeting currently chaired by Dartford's Housing Domestic Abuse coordinator and attended by a Senior Housing Solutions Officer.

Multi-Agency Risk Assessment Conference (MARAC)

The Council's Housing Service is represented at Multi-Agency Risk Assessment Conferences (MARAC). MARAC is a regular meeting where agencies discuss high risk domestic abuse cases and together develop a safety plan for the victim and their children. Alongside the Council's Housing Service, agencies taking part can include the Police, Independent Domestic Violence Advisors (IDVAs), Children's Social Services, Health Visitors and GPs, amongst others. There is a procedure in place within housing guiding staff on making MARAC referrals and an additional procedure in place guiding staff on attendance of MARAC and the responsibilities that lie with this.

Multi-Agency Public Protection Arrangements (MAPPA)

The Council's Housing Service is represented on the Multi-Agency Public Protection Arrangements (MAPPA) panel. MAPPA is a set of arrangements which provides a common framework for the identification, assessment and management of certain offenders in the community. Cases are dealt with through a partnership approach and on the whole, partnerships and associated services for this group are well matured and well developed. MAPPA is regularly attended by Senior Housing Solutions Officer and Senior Housing Officer. The Housing Solutions Manager updates the Strategic MAPPA Board on any changes within the service and maintains the partnership between Kent Police, Probation Services and the Council.

Landlords Forum

The Landlords' Forum provides an opportunity for landlords to meet on a regular basis with the Council and share ideas about working together to improve services for private sector tenants. The aim of the Forum is to provide a platform on which landlords can share their experiences of letting accommodation, both with each other and with the Council, to help landlords provide good quality accommodation in Dartford, to increase awareness of changes in legislation, procedures and policies and to respond to landlords' concerns and needs.

Crash pad at the YMCA

The Council has an established partnership arrangement with the YMCA that has, for many years, successfully supported vulnerable young homeless people, including funding the use of a crash pad at the YMCA to support young people who are homeless in an emergency. This intervention is in place to ensure the Council has an option available for any 16 or 17 year old that is homeless and has nowhere safe to stay. B&B accommodation is not considered safe for this vulnerable group and should never be used.

Policy for the suitability of accommodation

Policy for Offering Accommodation in Discharge of the Council's Homelessness Functions

The Council's ability to meet its policy objective of securing suitable alternative accommodation within the borough for homeless households, is subject to the availability of such accommodation. The Policy for Offering Accommodation in Discharge of the Council's Homelessness Functions ('the Homelessness Accommodation Policy') sets out Dartford Borough Council's policy for the prioritisation of homeless households for accommodation according to its location. The purpose of the policy is to ensure that when faced with insufficient units of in-borough accommodation the Council prioritises those who have the greatest need to be accommodated within the borough. This policy for offering accommodation in discharge of the Council's homelessness functions seeks to ensure that all offers of accommodation are made on the basis of a comprehensive and detailed assessment of all households' circumstances and needs; and, a balanced assessment of the competing needs of all households requiring accommodation against the characteristics of the properties which are available to be offered at any given point in time.

Temporary Accommodation Charging Policy

The Temporary Accommodation Charging Policy aims to provide a consistent, transparent and proportionate approach towards charging for temporary accommodation. The objectives of the policy are to ensure that charges for temporary accommodation:

- Are affordable to all;
- Contribute towards meeting the operational costs of temporary accommodation provision as much as reasonably can;
- Do not act as a disincentive for households to work;
- Are fair charges to those who can afford to pay; and
- Are in line with housing benefit subsidy rules.

Suitability of Temporary Accommodation Policy

The proposed Suitability of Temporary Accommodation Policy will complement the existing location and charging policies. Action 2o sets out drafting, consultation, Cabinet approval and implementation timescales. The framework will address household needs, location, education, employment, caring responsibilities, health, disability, safeguarding, domestic abuse, affordability, property condition, household size, children's welfare, access to services and support networks. It will specify assessment and reassessment triggers, review routes, recording standards and quality assurance.

Actions

PRIORITY 1: EARLY INTERVENTION AND PREVENTION

Objectives:

- To reduce homelessness, and the risk of it, through successful early intervention and prevention.
- To reduce the number of homeless prevention cases moving to the homeless relief stage.
- To reduce the number of homeless relief cases moving into the main homeless duty decision stage.
- To strengthen multi-agency partnership working in the prevention of homelessness.

Relevant Local Outcomes Framework metrics:

- Percentage of duties owed where homelessness was prevented or relieved.
- Percentage of duties owed where homelessness was prevented or relieved for households experiencing multiple disadvantage.

Success measures	2023-24	2024-25	Q1 2025-26	Q2 2025-26	Q3 2025-26	Q4 2025-26
Number of initial homelessness assessments owed a prevention duty	312 (42.7%)	325 (44.2%)	94 (49.5%)	70 (38.5%)	82 (45.8%)	76 (38.6%)
Number of initial homelessness assessments owed a relief duty	294 (40.2%)	310 (42.2%)	74 (38.9%)	78 (42.9%)	74 (41.3%)	97 (49.2%)
Number of relief cases who secured accommodation for six months or more	85 (21.5%)	78 (18.1%)	17 (20.5%)	27 (20.6%)	14 (14.9%)	22 (21.0%)

No	Action	Target date	Partners	Lead	Status	Baseline, next steps, target and evidence
1a	**Agree and operate a documented Housing Hub partnership model, including regular mental health input.**	31 January 2027; first review 31 March 2027	• Department for Work and Pensions • Revenues & Benefits • Citizens Advice • Porchlight • Mental Health Services • Substance Misuse Services	Housing Solutions Manager	In progress	Baseline: links established with Porchlight, Citizens Advice, Change Grow Live, Adult Social Services and One You; regular DWP, Revenues and Benefits, hospital and social work meetings reported from summer 2025; mental health input remains ad hoc. Next: confirm contacts, referrals, escalation and monthly meetings. Target: one agreed operating protocol and named contacts for every listed agency.

			• Children's Social Work Services & Early Help • Adult Social Services • One You • Hospital Discharge Team			Evidence: protocol, attendance and quarterly referral / outcome return.
1b	**Formalise the Complex Case Panel and track completion of multi-agency case actions.**	31 January 2027; monthly thereafter	• Housing Hub members	Housing Solutions Manager	In progress	Baseline: Porchlight, Change Grow Live and Adult Social Services invited; frequency and outcomes not supplied. Next: confirm monthly panel, chair, membership, consent / information-sharing rules and escalation route; link to the multiple disadvantage pathway (1o). Target: every accepted case has a lead, agreed actions and review date; at least 90% of actions completed by their agreed dates by June 2027. Evidence: secure action tracker and anonymised quarterly audit.
1c	**Reduce appointment waiting times and protect urgent access through triage.**	Baseline check 31 December 2026; target 30 June 2027	Internal only	Housing Solutions Manager	In progress — follow-on	Baseline: reported average wait reduced from 14 to 10 days; measurement basis unconfirmed. Next: validate whether calendar or working days, record median and urgent access, and adjust appointment capacity monthly. Proposed target: average no more than 7 calendar days, subject to baseline reconciliation; urgent cases triaged on contact. Evidence: monthly booking report and sampled triage records. The reported reduction provides the starting point for further improvement.
1d	**Close the predictive analytics exploration and use consent-based early**	Record closure by 31 December	• Department for Work and Pensions	Housing Solutions Manager	Closed — formal closure	Baseline: Xantura exploration discontinued because of data-sharing and information-governance concerns;

	referral and case review instead.	2026; alternative review 31 March 2027	• Kent County Council		record to be completed	concerns included sensitive DWP / local-authority data exchange and consent. The system will not be implemented. Target: one recorded closure decision and one agreed alternative early-intervention workflow, delivered through 1e, 1h and 1i without reviving the discontinued data exchange. Evidence: closure record, information-governance review and referral / case-audit findings.
1e	**Audit personalised housing plans and improve prevention-to-relief and relief-to-main-duty pathways.**	First audit 31 March 2027; outcome target 30 September 2027	• All partners • In line with relaunch of housing hub	Housing Solutions Manager	In progress — follow-on	Baseline: Porchlight / CGL involvement embedded; relief success 18.1% in 2024-25 and 14.9%–21.0% across 2025-26 quarters. Next: review 20 closed cases quarterly, or all if fewer; identify effective interventions, causes of escalation and housing barriers. Target: 100% of sampled plans record agreed actions and review dates; relief accommodation outcomes at least 25% by July–September 2027; combined outcomes follow the Local Outcomes Framework. Evidence: case audit, improvement log and outcome return.
1f	**Relaunch the Dartford Homelessness Forum with agreed oversight and lived-experience arrangements.**	Terms and arrangements in place by 31 January 2027; relaunch 28 February 2027; quarterly thereafter	• Housing associations • Social services • Mental health services • Substance misuse services • Lived experience representation	Housing Solutions Manager	Delayed — recovery by end of February 2027 subject to agreement	Baseline: the Forum has not yet resumed its strategy-monitoring role. Next: secure senior-owner sponsorship, confirm attendance and publish terms, membership, a quarterly calendar and reporting route. Target: first meeting by February 2027 and quarterly reviews thereafter; agree arrangements for accessible lived-experience input at the first meeting. Evidence: invitations, agreed terms, anonymised minutes, recommendations and Council responses. Include housing associations,

						social care, mental health and substance misuse partners.
1g	**Confirm delivery of the KHOG training offer and agree a needs-led partner training programme.**	Delivery check 31 December 2026; programme 31 January 2027; review 30 June 2027	• All partners	Housing Solutions Manager	In progress — delivery unverified	Baseline: rolling training was booked for 2025; Next: verify delivery, identify gaps and schedule refresher sessions covering early referral and housing pathways. Target: one agreed annual programme and a nominated trained contact in each core referring agency by June 2027. Evidence: programme, attendance, feedback and subsequent referral-quality audit. Training completion will be recorded once attendance is verified.
1h	**Target Duty to Refer engagement at agencies with low or no referrals and improve referral quality.**	Agency baseline 31 January 2027; review 30 June 2027	• Prisons • Youth offender institutions • Secure training centres • Secure college • Youth offending teams; • Probation Service • Jobcentre Plus • Social service authorities • Emergency departments • Urgent treatment centres • Hospitals in their function of providing inpatient care	Housing Solutions Manager	In progress — follow-on	Baseline: promotion did not produce the intended overall increase; subsequent updates report increased probation and hospital referrals and triage training. Volumes and completeness rates not supplied. Next: analyse referrals by agency and engage every low / non-referring agency; agree named contacts and feedback. Target: contact all identified agencies by March 2027 and achieve at least 90% complete referrals by June 2027. Agree an evidence-based volume target after January baseline. Evidence: agency dashboard, engagement log and quarterly outcomes.
1i	**Maintain early eviction referrals from housing associations and audit prevention outcomes.**	Protocol confirmation 31 January	• Housing associations	Housing Solutions Manager	In progress — follow-on	Baseline: positive referral links embedded; timeliness and outcomes not quantified. Next: agree local contacts and pre-eviction escalation, then review

		2027; first audit 31 March 2027				referral lead time and avoidable late presentations quarterly. Target: every participating provider has a named contact and an agreed referral route; 100% of sampled referrals record contact and an outcome. Evidence: contact directory, referral timestamps and prevention case audit. Retain early-notification arrangements for tenants without alternative accommodation.
1j	**Maintain the weekly housing advice drop-in and evaluate access and outcomes.**	Monthly monitoring; first evaluation 31 March 2027	Internal only	Housing Solutions Manager	Establishment complete — continuing service evaluation awaiting agreement	Baseline: Wednesday morning Civic Centre drop-in established February 2024 and reported well attended. Next: confirm capacity, accessibility and onward referral arrangements and evaluate outcomes. Target: weekly sessions maintained, with cancellations and alternative access recorded; all sampled attendees receive a recorded next step. Evidence: anonymised attendance, referrals, waiting-time report and feedback. Success is measured by advice and housing outcomes, not attendance alone.
1k	**Agree the YMCA emergency referral and move-on protocol, including crash-pad arrangements.**	31 March 2027; monthly liaison continues	• YMCA	Housing Solutions Manager	Delayed — recovery arrangements awaiting agreement	Baseline: review delayed by management changes; monthly liaison reported. Next: agree contacts with YMCA and children's / leaving-care services, clarify emergency access and escalation, and map planned move-on. Target: one signed operating protocol and a housing / support plan for every accepted referral. Evidence: written and published protocol, monthly action log and quarterly emergency-access, length-of-stay and sustained move-on report. Escalate unresolved partner agreement to the senior owner.

1l	**Review care-leaver housing pathways and the operation of virtual and YMCA panels.**	31 March 2027; quarterly review thereafter	• Kent County Council	Housing Solutions Manager	In progress — follow-on	Baseline: virtual panels and monthly YMCA panels reported; corporate Care Leavers Policy adopted June 2024 and Kent care-leaver protocol joined July 2025. Access to the register from age 18 and priority Band B is reported; verify operational application with Allocations. Target: every referred care leaver has a recorded housing pathway, lead and review date; audit all cases if fewer than 20 per quarter. Evidence: referral / panel records, allocations checks and six-month sustainment outcomes.
1m	**Agree a costed prevention investment and staffing plan linked to measurable outcomes.**	31 January 2027; quarterly budget / outcome review	Internal only	Housing Solutions Manager	In progress	Baseline: a reported £3.4m three-year 2026–2029 settlement, including £1,100,872 in 2026/27, and a change in temporary accommodation funding arrangements. Confirm allocations and grant conditions with Finance before commitments. Next: appraise rent top-ups, family-exclusion support, arrears assistance and staffing, including 3a. Target: one approved costed programme within confirmed funding, with outcome and spend measures for each intervention. Evidence: Finance sign-off, approvals, spend report and prevention / sustainment results.
1n	**Implement the balanced performance dictionary, validated dashboard and evidence log.**	31 December 2026 validation; first quarterly dashboard 31 March 2027	Internal only	Housing Solutions Manager	In progress	Baseline: weekly case reviews and one-to-one targets introduced; service-wide definitions and several quarterly results missing. Next: reconcile returns, assign data owners and agree demand, activity, outcome, quality and equity measures in the performance framework. Target: every measure has a definition, source, period, baseline, target and lead; every

						missing result has a reason and recovery date. Evidence: signed dictionary, reconciled returns, dashboard and version-controlled evidence log.
1o	**Define multiple disadvantage and implement a measurable multi-agency pathway.**	Definition / baseline 31 January 2027; pathway 31 March 2027; outcome review 30 September 2027	• Health • Adult and children's social care • Porchlight • Change Grow Live • Housing Hub partners	Housing Solutions Manager	Not started — new action awaiting agreement	Baseline: 82% outcome figure for July–September 2025 supplied, but cohort definition and calculation unverified. Next: agree inclusion and recording rules with health, social care, Porchlight and CGL; reconcile numerator and denominator and compare with other households. Target: one agreed definition and pathway; every identified case has a lead and review date; provisional outcomes at least 82% in July–September 2027, subject to validation. Evidence: dictionary, secure cohort register, panel actions and anonymised equity analysis.

PRIORITY 2: ACCOMMODATION

Objectives:

- To procure temporary accommodation at a fair price and drive down costs while achieving value for money.
- To ensure the provision of temporary accommodation is sufficient to manage demand and to meet homelessness duties.
- To ensure temporary accommodation is suitable, compliant with health and safety specifications and in a decent condition.
- To reduce the use of nightly paid (including B&B) short term accommodation and increase the portfolio of longer term DPLS accommodation.
- To strengthen partnership working with landlords to ensure private rented housing is a more accessible longer term housing solution.
- To empower homeless applicants to find their own accommodation.
- To increase the supply and choice of affordable/social rented housing.

Relevant Local Outcomes Framework metrics:

- Rate of households in temporary accommodation with children per 1,000 households.
- Number of households with children in B&B over 6 weeks.

Success measures	2023-24	2024-25	Q1 2025-26	Q2 2025-26	Q3 2025-26	Q4 2025-26

Number of households in temporary accommodation (snap shot at end of quarter)	355	393	418	464	458	494
Number of households living in Dartford Private Leasing Scheme properties	151	141	136	137	128	116
Number of social housing allocations made	Not reported	407	73	98	63	92
Number of affordable homes delivered	106	215	47	28	31	48
Number of Council new builds and acquisitions	0	0	16	0	3	4

No	Action	Target date	Partners	Lead	Status	Baseline, next steps, target and evidence
2a	**Approve a temporary accommodation recovery and procurement plan covering entry, supply, move-on and cost.**	Plan 31 January 2027; quarterly milestones to 31 March 2028	• Housing Solutions • Finance • Private Sector Housing • Landlords	Housing Solutions Manager	Delayed — recovery arrangements awaiting agreement	Baseline: 355 households in 2023-24; 494 at Q4 2025-26; private leasing households fell from 151 to 116. August 2026 strategy review completion not evidenced. Next: validate stock / flows, analyse reasons for entry and commission prevention and move-on actions (1e, 1o, 2f, 2g). Proposed targets: total households no more than 450 by March 2028; monthly entries lower than the validated December 2026 baseline by September 2027. Evidence: approved recovery plan and monthly entries, exits, duration, cost and quality dashboard.
2b	**Improve cross-boundary placement data and reduce Dartford's out-of-borough temporary accommodation use.**	Data reconciliation 31 January 2027; target 31 March 2028	• London Borough Councils • Kent County Council • Kent local authorities	Housing Solutions Manager	In progress	Baseline: more than 60% of placements are reported to be outside Dartford; precise date / denominator unconfirmed. Incoming notifications are recorded but placement endings are not reliably notified. Next: reconcile outgoing and incoming registers with placing councils, agree named contacts and pursue unresolved notification gaps through Kent / London liaison. Proposed target: no more than 50% of Dartford placements out of borough by March 2028; monthly reconciliation of all

						received notifications. Evidence: dated placement extract, exceptions log and liaison records; link to 2l.
2c	**Agree the local implementation route for the Kent Temporary Accommodation Placing Protocol.**	Partner decision 31 March 2027; implementation review 30 June 2027	• Kent district councils	Housing Solutions Manager	Delayed — recovery arrangements awaiting agreement	Baseline: joint consultation funding being explored with KCC and Kent authorities; final protocol / adoption not evidenced. Next: obtain the current draft and timetable through KHOG, agree placing, notification, escalation and monitoring arrangements. Target: one recorded adoption / implementation decision by March 2027; if county-wide agreement slips, approve an interim local workflow with Legal and report the dependency. Evidence: agreed protocol or interim procedure, partner correspondence and notification compliance audit.
2d	**Decide whether to deliver a Social Lettings Agency or replace it with a proportionate landlord-access offer.**	Options decision 31 March 2027; chosen offer 30 June 2027	• Finance • Legal • Private Sector Housing • Landlords	Housing Solutions Manager	Delayed — decision required	Baseline: no progress reported because of temporary accommodation pressures; June 2026 viability review not evidenced. Recovery: appoint a project lead within agreed resources, appraise cost, staffing, demand and landlord appetite with Finance and Private Sector Housing. Target: one signed decision to proceed, replace or close by March 2027; implement the approved route by June 2027. If not viable, close the Agency proposal with reasons and deliver deposit / landlord support through 2e and 2f. Evidence: appraisal, decision and operating offer.
2e	**Use the Landlords Forum to secure and retain affordable private rented and leasing supply.**	Offer 31 March 2027; portfolio review 30	• Private sector landlords	Housing Solutions Manager	In progress — follow-on	Baseline: Forum resumed in 2024; DPLS housed 116 households in Q4 2025-26. Validate occupied households separately from available / leased units.

		September 2027				Next: agree a retention and recruitment offer with Private Sector Housing, track lease expiries and landlord exits and hold at least two Forums yearly. Proposed target: stabilise occupied DPLS households at no fewer than 116 and reach at least 130 by September 2027, subject to stock validation; do not double-count 2l. Evidence: lease / occupancy register, offers and retention report.
2f	**Implement a costed rent deposit / self-help access scheme or formally approve an alternative.**	Design 31 March 2027; launch 30 June 2027	• Private landlords • Finance • Legal • Housing Inclusion Service	Housing Solutions Manager	Delayed — recovery arrangements awaiting agreement	Baseline: branded scheme not progressed; June 2026 target not evidenced. Next: agree eligibility, affordability, rent-in-advance / deposit assistance, delegated approvals, grant conditions and landlord engagement with Finance and Legal. Target: one published approved offer by June 2027; record housing outcomes and six-month sustainment for every supported tenancy. Set a tenancy-volume target in the March business case based on confirmed funding and capacity. Evidence: approved scheme, guidance, spend / tenancy log and follow-up outcomes.
2g	**Implement temporary accommodation move-on reviews and a tenancy-readiness offer.**	Offer 31 March 2027; sustainment review 30 September 2027	Internal only	Housing Solutions Manager	In progress	Baseline: personalised plan support and visiting officer in place; leaflet in development; move-on and sustainment rates not supplied. Next: complete accessible guidance, assess barriers and give each household a reviewed move-on plan. Target: every household reviewed at least quarterly, with a named contact and next step; at least 90% of supported moves sustain

						accommodation at six months by September 2027, excluding cases not yet due for follow-up. Evidence: reviews, leaflet, exits / duration report and six-month follow-up.
2h	**Offer informed, voluntary relocation advice and check affordability and support needs.**	Procedure 31 March 2027; quarterly audit thereafter	• Providers of housing mobility schemes	Housing Solutions Manager	In progress — follow-on	Baseline: relocation and affordability discussed at assessment; outcomes not quantified. Next: document preferences, suitability, realistic housing options and continuity of support, with no assumption that relocation is suitable for everyone. Target: every supported voluntary relocation has a recorded affordability / suitability assessment and follow-up plan; review sustainment at six months. Evidence: sampled assessments, consent / preferences, offer records and follow-up. Distinguish voluntary settled moves from out-of-borough temporary placements under 2b.
2i	**Review the West Kent Housing offer and agree options to expand housing-association supply.**	31 March 2027; review 30 September 2027	• Housing associations	Housing Solutions Manager	In progress — follow-on	Baseline: access to four West Kent Housing properties and now in use. Next: Maintain partnership & contact with West Kent Housing. Target: Review cost saving and assess if this model has had a positive impact on service users. Consider approaching other RPs to expand this use of stock. Evidence: verified property schedule, appraisal, agreement and move-on outcomes.
2j	**Audit Housing Allocations Policy implementation and resolve identified access barriers.**	Legal / operational check 31 January 2027; audit 31 March 2027	• Allocations • Legal • Housing Solutions	Housing Development & Policy Manager	In progress	Baseline: 2025 policy revision reported, including a five-year local connection rule and changes affecting care leavers / domestic abuse survivors. Compliance will be tested through operational checks and case audits.

						Next: verify current rules and exemptions with Legal / Allocations; review applicant communications and decisions. Target: every sampled decision applies the verified policy correctly, with all identified errors corrected and learning recorded. Evidence: legal check, current policy, audit and quarterly access / equity analysis.
2k	**Confirm and embed the housing advice and enforcement response to the Renters Rights Act.**	Implementation assurance 31 January 2027; audit 31 March 2027	• Private Sector Housing • Legal • Housing Solutions	Housing Solutions Manager	In progress — assurance required	Baseline: training / webinars and joint work with Private Sector Housing reported; implementation from May 2026 is reported, subject to legal verification. Next: Legal and Private Sector Housing verify current commencement, possession grounds, procedures and enforcement responsibilities before guidance is finalised. Target: one signed implementation checklist, current advice material and training coverage for all relevant staff. Evidence: legal verification, procedures, attendance and case audit.
2l	**Verify and phase the 138-property leasing programme**	Rolling programme as new acquired stock comes online	• Developers • Housing associations • Leasing provider • Finance • Housing Solutions	Housing Development & Policy Manager/ Housing Solutions Manager	In progress — availability unverified	Baseline: reported delivery comprises 118 council homes completed, nine in progress and 138 properties acquired through long-term leasing; handover / occupation dates not supplied. Next: confirm contracts, ready-to-let dates, unit sizes, condition, rent, subsidy loss and total cost with Finance / Housing Solutions. Proposed planning target: all 138 ready by June 2027, subject to verified contracts and delivery. Track actual substitutions for nightly paid /

						out-of-borough placements. Evidence: unit-by-unit handover schedule and monthly occupancy / savings report.
2m	**Complete a supported housing needs and options appraisal and approve a deliverable next step.**	Needs review 31 March 2027; investment / alternative decision 30 June 2027	• Supported housing providers • Health • Social care • Finance • Legal	Housing Development & Policy Manager	Delayed — decision required	Baseline: investment not progressed; improved private-provider links reported, but no costed scheme. Next: assess unmet support / accommodation needs with health, social care and providers, quality risks and viable funding; verify the applicable regulatory framework with Legal. Target: one approved appraisal and a decision to invest, commission an alternative or close with reasons by June 2027. Evidence: needs assessment, quality checks, business case and decision log.
2n	**Prevent family B&B use except in emergencies and maintain zero stays beyond six weeks.**	Weekly placement checks; monthly reporting from December 2026	Internal only	Housing Solutions Manager	In progress — continuing control	Baseline: zero households with children over six weeks reported for September 2025; validate latest position. Next: review every emergency family / pregnant-household placement weekly and agree an urgent self-contained move-on plan; distinguish B&B from other nightly paid self-contained accommodation in records. Target: zero households with children in B&B beyond six weeks; reduce nightly paid use to the target in the performance framework. Evidence: placement dates, weekly exception / escalation log and monthly report.
2o	**Approve and implement the Suitability of Temporary Accommodation Policy and compliance audit.**	Policy preparation by 31 March 2027; public consultation by 30 April 2027;	• Housing Solutions • Legal • Finance • Housing Advisory Board • Cabinet	Housing Development & Policy Manager/Housing Solutions	In progress	Baseline: location and charging policies exist; full suitability framework not yet approved. Next: cover every factor in the policy section; obtain Legal review, consult the Housing Advisory Board and seek Cabinet approval, subject to

		Housing Advisory Board and Cabinet consideration in June 2027.		Manager/Housing Reviews Officer		meeting dates. Target: one approved policy, staff guidance and training by June 2027; record assessment before every placement and reassess on material change / review request. Housing Solutions Manager/Housing Reviews Officer to audit 20 placements quarterly, or all if fewer; correct every identified gap. Evidence: approvals, assessment / reassessment records and audit.

PRIORITY 3: SUPPORT

Objectives:

- To provide support to people who are, or may be, at risk of homelessness.
- To improve quality of life and resilience to further problems.
- To prevent repeat homelessness.
- To strengthen partnership working with other organisations in the provision of support to homeless households.
- To listen to the voice of our customers.

Success measures	2023-24	2024-25	Q1 2025-26	Q2 2025-26	Q3 2025-26	Q4 2025-26
Levels of support needs of homeless applicants (% of applicants with one or more support needs)	34.6%	38.5%	39.2%	38.4%	42.3%	46.9%
Number of repeat homelessness cases (% of applicants with repeat homelessness within 2 years)	3.8%	4.2%	3.9%	3.1%	2.9%	2.1%
Number of households assisted through the Housing Inclusion Service	498	523	127	135	148	169

No	Action	Target date	Partners	Lead	Status	Baseline, next steps, target and evidence
3a	**Agree and deliver the Housing Inclusion Service expansion and tenancy sustainment offer.**	Business case 31 January 2027; delivery review 30 June 2027	•Finance •Housing Inclusion Service •Housing Solutions	Housing Solutions Manager	Delayed — recovery arrangements awaiting agreement	Baseline: additional support-worker post proposed, not confirmed; 523 households assisted in 2024-25, but sustainment outcomes unavailable. Next: confirm grant conditions, staffing capacity, recruitment and referral criteria

						with Finance; if recruitment is not viable agree a funded alternative. Target: one approved service model and delivery arrangement by June 2027; at least 90% six-month sustainment among supported tenancies due for follow-up. Evidence: business case, staffing / commissioning decision, referrals and sustainment report.
3b	**Agree and implement the young people's joint working pathway with Kent partners.**	Partner decision 31 March 2027; implementation 30 June 2027	• Kent district councils • Children's Social Work Services • Kent 18+ Care Leavers Service	Housing Solutions Manager	Delayed — recovery arrangements awaiting agreement	Baseline: protocol remains in draft because of KCC service changes. Next: confirm partner ownership, resolve outstanding responsibilities and link emergency accommodation, children's assessment, care-leaver and move-on routes. Target: one approved pathway by June 2027; every accepted referral has a named lead and next review. If county agreement delays, approve an interim local escalation procedure by March 2027. Evidence: approved protocol / interim agreement, briefing record and quarterly referral audit. Ensure staff implement the protocol locally.
3c	**Plan sustainable move-on for households under Homes for Ukraine and Afghan resettlement schemes.**	Cohort review 31 January 2027; quarterly thereafter	Internal only	Housing Solutions Manager	In progress	Baseline: support reported; current cohort, deadlines and outcomes not supplied. Next: verify household circumstances and relevant funding / immigration advice needs, agree housing plans and refer specialist advice where required. Target: every household needing move-on has a named lead, affordability assessment and housing plan before its recorded accommodation end date; review six-month sustainment. Evidence: secure cohort / deadline tracker, plans, referrals and outcome

						report. Do not assume visa expiry or eligibility from scheme membership alone.
3d	**Verify domestic abuse training delivery and embed safe housing practice.**	Training audit 31 December 2026; refreshers 31 March 2027; annually thereafter	• Training provider	Housing Solutions Manager	In progress — delivery unverified	Baseline: training booked for January / February 2026; completion not evidenced. Next: verify attendance, address gaps, include safe communication / referral and housing assessment practice, and link learning to the DAHA improvement programme with accreditation status verified separately. Target: all relevant staff trained or refreshed by March 2027; quarterly audit of 20 relevant cases, or all if fewer, with every safety-action gap addressed. Evidence: attendance, learning assessment, anonymised audits and action closure log.
3e	**Evaluate customer feedback and involve people with lived experience in service improvement.**	First report 31 March 2027; quarterly thereafter	• People with lived experience • Partner agencies • Housing Solutions	Housing Solutions Manager	Survey launched — continuing evaluation awaiting agreement	Baseline: surveys commenced on temporary accommodation and allocations; response and satisfaction results not supplied. Next: establish accessible, voluntary feedback across advice, support and rough sleeping, record response rates and compare groups without exposing identities. Target: one quarterly feedback / improvement report, two lived-experience sessions yearly and a response to every agreed improvement action. Set satisfaction target after the March baseline. Evidence: anonymised surveys, “you said / we did” log and service changes.
3f	**Repeat homelessness-service mystery shopping**	Repeat by 30 June 2027; action review	• Kent Homechoice	Housing Solutions Manager	2024 exercise complete — repeat	Baseline: Kent Homechoice exercise completed September 2024; learning informed training, initial contact and

	and evidence completion of improvement actions.	30 September 2027	• Housing Solutions		exercise awaiting agreement	appointments. A separate September 2025 repeat is not evidenced. Next: agree scenarios covering access, clarity, timeliness and sensitive communication and commission a repeat within available resources. Target: one completed exercise by June 2027 and all agreed improvement actions assigned and reviewed by September 2027. Evidence: exercise report, improvement tracker and retest findings.

PRIORITY 4: ROUGH SLEEPING

Objectives:

- To end rough sleeping in Dartford.
- To ensure that where rough sleeping cannot be prevented, it should be brief, rare, and non-recurring.

Relevant Local Outcomes Framework metrics:

- Number of people sleeping rough on a single night.
- Number of people sleeping rough over the month who are long term.

Success measures	2023-24	2024-25	Q1 2025-26	Q2 2025-26	Q3 2025-26	Q4 2025-26
Number of rough sleepers assisted under the Single Homeless Prevention Service	49	53	12	17	11	11
Number of rough sleepers assisted under the SWEP	9	11	3	0	4	9
Number of nights accommodated for each rough sleeper under the SWEP	6	3	2	0	6	24
The average cost of emergency accommodation per night for each rough sleeper under the SWEP	£57	£63	£87	£0	£51	£68
Number of people who refuse accommodation	Not reported	3	4	1	5	3

No	Action	Target date	Partners	Lead	Status	Baseline, next steps, target and evidence
4a	**Deliver a reviewed accommodation and**	Cohort review 31 January	• Porchlight, • CGL	Housing Solutions	In progress	Baseline: outreach and weekly drop-in operating with Porchlight, CGL and

	support plan for every person in the rough sleeping cohort.	2027; monthly thereafter; reduction targets 2027–2029	• St Edmunds Church • Healthy Living Centre	Manager/Single Person Homelessness Coordinator		community partners; autumn 2025 single-night estimate 11. Next: agree a secure named-person plan with consent / appropriate information-sharing, case lead, housing options and support actions for each known person, including repeat / returning sleepers. Target: every known person has a reviewed plan; single-night estimate no more than 3 in autumn 2027, 2 in 2028 and 1in 2029. Evidence: anonymised cohort tracker, offers, moves and sustainment outcomes.
4b	**Review long-term rough sleeping cases through a multi-agency housing, health and care pathway.**	Pathway 31 March 2027; monthly review thereafter	• Mental health services • Drug and alcohol support services • Adult social care services • Porchlight • St Edmunds Church	Housing Solutions Manager/Single Person Homelessness Coordinator	In progress — follow-on	Baseline: Porchlight coordinator in post and CGL drop-in / HMO support reported; long-term monthly figure 11 for November 2025 is provisional. Next: health, mental health, substance misuse and adult social care review each long-term case; identify accommodation / support gaps and escalate unresolved barriers to the Complex Case Panel. Target: every long-term case has a lead and monthly review; long-term monthly count no more than 0 by November 2027, subject to definition validation. Evidence: pathway, secure case plans and anonymised barrier / outcome report.
4c	**Validate the annual single-night estimate and use findings to refresh rough sleeping reduction plans.**	Reconcile by 31 December 2026; annual estimates and quarterly progress review	• Porchlight	Housing Solutions Manager/Single Person Homelessness Coordinator	In progress — recurring action	Baseline: the reported autumn 2025 single-night estimate is 11, subject to reconciliation with the official return. Next: confirm the autumn 2026 exercise and return with partners and use the latest verified result to review targets through governance. Target: one evidenced annual return and a refreshed

						reduction plan; retain the proposed 2027–2029 targets pending approval. Evidence: validated count / estimate record and review decision. A summer count was conducted in August 2026 to reach all known rough sleepers and cover as wide an area as possible in depth and to cross-reference with the count figure in colder months. This returned a figure of 10.
4d	**Use monthly outreach data to reduce long-term and returning rough sleeping and address refusals.**	31 January 2027; first outcome review 31 March 2027	• Porchlight	Housing Solutions Manager/Single Person Homelessness Coordinator	In progress	Baseline: monthly Government returns and senior review reported; refusal figure 3 for 2024-25; quarterly figures for 2025-26 are shown in the success measures table. Next: define new, long-term and returning cohorts; record offers, reasons for refusal, accessibility and support gaps, alternative offers and sustained exits. Target: every refusal has a recorded reason or "reason not disclosed", next contact / alternative plan and review; every returning case reviewed monthly. Evidence: anonymised dashboard, case audits and service redesign decisions. Use 2m where supported-housing gaps are identified.
4e	**Confirm seasonal SWEP readiness and review each activation and move-on outcome.**	Readiness review 30 November 2026; after each activation; annual review thereafter	• Porchlight • Temporary accommodation providers	Housing Solutions Manager/Single Person Homelessness Coordinator	In progress — review reported	Baseline: light-touch review reported; readiness, activation and outcome evidence not supplied. Next: confirm activation criteria, contacts, emergency capacity, accessible offers and referral / out-of-hours arrangements with providers and outreach. Target: one signed readiness checklist before winter delivery; every activation reviewed and

						every person offered an onward support plan. Evidence: checklist, activation logs, offers / refusals, costs, nights accommodated and subsequent housing outcomes. Record no-activity periods separately from missing data.
4f	**Explore use of additional funding to create a Housing Led/First accommodation model to create urgent pathways off the street.**	April 2027	• DBC • Porchlight	Housing Solutions Manager/Single Person Homelessness Coordinator	In progress – discussions started with Porchlight and other supported accommodation providers to explore feasibility and cost.	Explore a Housing Led/First accommodation model that gives people experiencing long-term rough sleeping a pathway off the streets, with support tailored to their assessed needs and choices. Consider how accommodation and coordinated support could help individuals build independent living skills, sustain their home and avoid a return to rough sleeping. The proposed model should focus on reducing long-term rough sleeping and supporting lasting independence.

PRIORITY 5: TRAUMA INFORMED APPROACH

Objectives:

- To adopt a trauma informed approach to helping people recover from homelessness.

No	Action	Target date	Partners	Lead	Status	Baseline, next steps, target and evidence
5a	**Deliver trauma-informed training and evidence changes in assessment, communication and case review.**	Training check 31 December 2026; completion 31 March 2027; quarterly audits	• Training provider • Kent County Council	Housing Solutions Manager	Delayed — recovery arrangements awaiting agreement	Baseline: Homeless Link webinars delivered; face-to-face training planned for January 2027. Next: confirm delivery / gaps, agree induction and refresher provision and revise assessment prompts and accessible communications with lived-experience input. Target: all relevant staff trained by March 2027;

						audit 20 cases quarterly, or all if fewer, against agreed practice criteria and address every gap. Evidence: attendance, learning checks, revised materials, anonymised case studies, customer feedback and learning recorded in supervision / case reviews.
5b	**Replace the stalled ACE Champion dependency with a named trauma-informed practice lead.**	Lead nominated 31 December 2026; improvement plan 31 March 2027	• Kent County Council • Training provider • Housing Solutions	Housing Solutions Manager	Delayed — revised delivery arrangements awaiting agreement	Baseline: ACE Champion role not progressed because of staffing and ambassador-programme access. Next: formally close that delivery model if unviable and document Alex Welch, Senior Housing Solutions Officer, as the trauma-informed practice lead, with a deputy role agreed within existing resources; record ACE accreditation only where formally confirmed. Target: one documented lead / deputy arrangement and quarterly learning reviews; maintain training, audit, feedback and case-review measures under 5a. Evidence: closure / nomination decision, role brief, improvement plan and learning log. Trauma-informed practice lead: Alex Welch, Senior Housing Solutions Officer.

Performance definitions and reporting schedule

This performance dictionary supports action 1n and identifies the operational records to be used for reporting. The Housing Solutions Manager is accountable for reporting unless another lead is specified. Baselines awaiting validation or not yet available require reconciliation. Agree the core dictionary and targets by 31 December 2026 and complete cohort and agency definitions by 31 January 2027, as specified in the actions. Report the first dashboard by 31 March 2027. Present both counts and denominators for rates, retain measurement dates and disclose exclusions, missing follow-up and small-cohort limitations. Report annual totals and quarterly snapshots separately, and count each household or person only once within each measure.

Local Outcomes Framework — definition controls

1. Temporary accommodation with children: households with dependent children in temporary accommodation at the period end, per 1,000 households using the agreed published household denominator. Source: placement / homelessness return and household estimate; validate the 9.44 baseline rate and denominator. Monthly monitoring, quarterly reporting; annual comparison uses September.

2. B&B beyond six weeks: households with children in B&B for more than six weeks at the snapshot date, using the agreed placement definition and start date. Source: placement register / homelessness return. Weekly exception checks and monthly reporting; retain zero as the proposed ceiling. Record pregnant-household cases separately in operational assurance.

3. Prevention / relief outcomes: successful prevention or relief duty endings divided by the agreed population of duty endings in the reporting quarter. Source: homelessness case system / validated return. Reconcile the “duties owed” label, numerator, denominator and treatment of open cases before comparing the 52% baseline or rating performance. Quarterly reporting; use July–September for annual target comparison.

4. Multiple disadvantage outcomes: the same validated success measure restricted to the cohort agreed under 1o. Define interacting housing, health, substance use, trauma and other support needs locally with partners, without using an untested diagnostic label. Source: case system / agreed cohort flag. Reconcile 82% before use; report quarterly alongside other households, counts and missing records. Investigate any worse outcomes and record an improvement response.

5. Single-night rough sleeping: distinct people recorded in the validated annual autumn count / estimate, retaining the method and reference night. Source: agreed annual return / outreach evidence. Reported 2025 baseline: 11, subject to reconciliation with the official return. Annual result, quarterly review of the reduction plan.

6. Long-term monthly rough sleeping: distinct people sleeping rough during the month who meet the agreed long-term definition, not the single-night total. Source: outreach cohort register / monthly return. Definition and baseline 11 for November 2025 to be validated under 1o / 4d by 31 January 2027. Report monthly; annual comparison uses November. Targets, leads and contributing actions for all six measures are in the Local Outcomes Framework.

Demand, prevention and accommodation measures

Measure	Proposed definition	Reporting source	Supplied baseline / gap	Proposed target / action	Frequency	Accountable lead
Prevention / relief demand	Counts of initial assessments owed each duty; record denominator for percentages.	Homelessness case system / return	Prevention 325 (44.2%); relief 310 (42.2%) in 2024-25. Latest quarters in historical table.	Demand context, not a reduction quota; investigate mix and quarterly changes.	Monthly; quarterly report	Housing Solutions Manager
Relief accommodation outcome	Relief duty endings with accommodation secured for at least six months / all agreed relief duty endings; reconcile exclusions.	Case system / return	18.1% in 2024-25; Q4 2025-26 21.0%.	At least 25% in July–September 2027 (1e).	Quarterly	Housing Solutions Manager
Prevention success and duty escalation	Prevention successes / prevention endings; separately count cases moving prevention to relief and relief to main duty.	Case system / case audit	Separate success / escalation baselines not supplied.	Establish baseline by 31 January 2027; agree quantified prevention-success and escalation targets by 31 March 2027, supporting combined LOF target.	Quarterly	Housing Solutions Manager
Appointment access	Calendar days from request to first offered assessment; record average, median, urgent triage and exclusions.	Appointment / triage log	Reported average wait: 10 days; units and reporting period require confirmation.	Validate by December 2026; proposed average at most 7 calendar days by June 2027 (1c).	Monthly	Housing Solutions Manager
Duty to Refer volume / quality	Referrals by agency; complete referrals / referrals received; completeness checklist agreed with partners.	Referral log / case audit	No numerical baseline supplied.	Baseline January 2027; all low / non-referring agencies contacted by March; at least 90% complete referrals June 2027 (1h). Set volume target after baseline.	Monthly; quarterly outcomes	Housing Solutions Manager
Temporary accommodation demand / flows	Households occupying TA at month end; separate new entries, exits and duration.	Placement register / case system	494 at Q4 2025-26; monthly flow baseline not supplied.	No more than 450 by March 2028; monthly entries below validated December 2026 baseline by September 2027 (2a).	Monthly	Housing Solutions Manager

Measure	Proposed definition	Reporting source	Supplied baseline / gap	Proposed target / action	Frequency	Accountable lead
Nightly paid and B&B use	Households in nightly paid TA at month end; B&B separately identified under agreed definition.	Placement register / provider invoices	Current counts not supplied.	Validate December 2026; proposed 20% reduction in nightly paid households by March 2028 against that baseline; family B&B beyond six weeks zero (2n).	Weekly exceptions; monthly report	Housing Solutions Manager
Out-of-borough use	Dartford TA households outside borough / all Dartford TA households at same date; incoming placements separately tracked.	Placement register / notifications	More than 60% reported; date and exact denominator require confirmation.	No more than 50% by March 2028; monthly notification reconciliation (2b).	Monthly	Housing Solutions Manager
Private leasing portfolio	Occupied DPLS households; separately report leased, ready, vacant and ending units.	Lease and occupancy register	116 occupied households Q4 2025-26; earlier 151 in 2023-24.	At least 116 retained, rising to at least 130 by September 2027, subject to validation (2e).	Monthly	Housing Solutions Manager
138-property mobilisation	Units contractually secured, handed over, ready to let and occupied, with substitutions and net additions separated.	Contract / handover / occupancy schedule	138 properties reported as acquired; availability dates require confirmation.	Validate schedule December 2026; proposed all 138 ready June 2027 subject to contracts; report actual nightly-paid and out-of-borough replacements (2l).	Monthly	Housing Development & Policy Manager
TA affordability / cost / subsidy	Gross charges, recoverable income, subsidy, subsidy loss and net cost per occupied unit / night, by type; affordability assessment per household.	Finance ledger / invoices / benefits and assessment records	Financial and affordability baselines not supplied.	Finance baseline January 2027; costed recovery plan; agree savings target March 2027 without weakening suitability; all new placements have recorded affordability checks.	Monthly Finance reconciliation; quarterly report	Housing Solutions Manager with Finance
Suitability / quality	Placements with recorded suitability assessment / placements audited; record reassessments,	Placement files / property checks / complaints	No compliance baseline supplied.	Assess every placement; audit 20 quarterly or all if fewer; correct every identified gap (2o).	Monthly compliance; quarterly audit	Housing Solutions Manager

Measure	Proposed definition	Reporting source	Supplied baseline / gap	Proposed target / action	Frequency	Accountable lead
	defects and corrective actions.					
Social housing allocations	Completed allocations in period, distinguished from offers and households on register.	Allocations / lettings register	407 in 2024-25; Q3 2025-26: 63; Q4 2025-26: 92.	Validate quarterly figures by December 2026; agree 2027/28 supply and access targets March 2027 (2j, 2l).	Quarterly	Housing Development & Policy Manager
Affordable homes delivered	Completed affordable homes in period; separate tenure and provider.	Development completion records	215 in 2024-25; 48 in Q4 2025-26.	Agree deliverable 2027/28 programme / target March 2027; monitor completions against it (2l).	Quarterly	Housing Development & Policy Manager
Council new build / acquisitions	Completed new build / acquired homes in period; separate cumulative totals and leased TA.	Development / acquisition records	2025-26: Q1 16; Q2 0; Q3 3; Q4 4. Narrative reports cumulative delivery of 118 completed and 9 in progress.	Reconcile dates / scope December 2026; agree programme March 2027. Do not add cumulative figures to quarterly totals (2l).	Quarterly	Housing Development & Policy Manager

Support, rough sleeping, quality and equity measures

Measure	Proposed definition	Reporting source	Supplied baseline / gap	Proposed target / action	Frequency	Accountable lead
Support needs / equity	Applicants with one or more recorded support needs / assessed applicants; compare outcomes by support cohort and other relevant groups where lawful and safe.	Case system / needs assessments	38.5% in 2024-25; Q3 2025-26: 42.3%; Q4 2025-26: 46.9%.	Complete recording for all assessments; quarterly outcome-gap review and improvement response (1o, 3a). Do not set a target to reduce recorded need.	Quarterly	Housing Solutions Manager
Repeat homelessness	Applicants with a previous homelessness episode within two years / applicants in the period; agree episode and denominator definitions.	Case system / matched case history	4.2% in 2024-25; 2025-26: Q1 3.9%, Q2 3.1%, Q3 2.9%, Q4 2.1%.	Proposed no more than 4% by March 2028, subject to validation; review every repeat case for learning (3a, 4d).	Quarterly	Housing Solutions Manager

Measure	Proposed definition	Reporting source	Supplied baseline / gap	Proposed target / action	Frequency	Accountable lead
Housing Inclusion Service activity	Distinct households assisted in period; distinguish new referrals, active support and cases closed.	Service case records	523 in 2024-25; 2025-26: Q1 127, Q2 135, Q3 148, Q4 169.	Report demand and capacity; agree funded volume target with service model January 2027 (3a).	Quarterly	Housing Solutions Manager
Sustained accommodation	Supported tenancies still sustained at six months / supported tenancies due for follow-up; disclose missing follow-up separately.	Move-on / support follow-up records	Baseline not supplied.	At least 90% by September 2027 (2g, 3a); report cohort size and unknown outcomes.	Quarterly	Housing Solutions Manager
Customer feedback / quality	Responses / invitations; satisfaction on agreed questions; themes and agreed improvements completed.	Accessible surveys / lived-experience sessions	Surveys launched; scores and response rates not supplied.	Baseline and satisfaction target March 2027; quarterly report, two sessions yearly and response to every agreed improvement (3e).	Quarterly	Housing Solutions Manager
Single Homeless Prevention Service activity	Distinct people assisted in period; avoid counting repeat contacts as new people.	Porchlight / outreach records	53 in 2024-25; 2025-26: Q1 12, Q2 17, Q3 11, Q4 11.	Report demand alongside housing outcomes; every known rough sleeper has a reviewed plan (4a).	Monthly; quarterly summary	Housing Solutions Manager with Porchlight
Refusals / returning rough sleeping	Distinct people declining offers and reasons; separately record people returning after an accommodation exit under agreed definition.	Outreach / offers / cohort register	3 refusals in 2024-25; 2025-26: Q1 4, Q2 1, Q3 5, Q4 3. Returning rough sleeping baseline not yet available.	All refusals have reason or non-disclosure recorded and a follow-up plan; all returning cases reviewed monthly (4d). Establish baseline January 2027.	Monthly	Housing Solutions Manager with Porchlight
SWEP people assisted	Distinct people accommodated during activation; separately report offers and refusals.	Activation / placement logs	11 in 2024-25; 2025-26: Q1 3, Q2 0, Q3 4, Q4 9.	Readiness by November 2026; offer an onward support plan to every person (4e); no activity quota.	Each activation; quarterly summary	Housing Solutions Manager
SWEP nights accommodated	Person-nights / distinct accommodated people for mean nights per person; also show total	Activation / provider records	Reported figure: 3 nights per person in 2024-25; confirm calculation.	Report need and housing outcomes; do not shorten safe stays to meet a numerical target (4e). Validate definition December 2026.	Each activation; quarterly summary	Housing Solutions Manager

Measure	Proposed definition	Reporting source	Supplied baseline / gap	Proposed target / action	Frequency	Accountable lead
	person-nights and distribution.					
SWEP cost per person-night	Total accommodation cost / total occupied person-nights; identify treatment of booked unused capacity separately.	Finance invoices / occupancy records	£63 in 2024-25; 2025-26: Q1 £87, Q2 £0, Q3 £51, Q4 £68. The cost basis requires validation.	Validate cost basis December 2026; review value for money after each activation without compromising safe access (4e). Where no nights occur, rate is not applicable, not £0.	Each activation; quarterly summary	Housing Solutions Manager with Finance
Trauma-informed practice	Training completion / relevant staff; audited cases meeting agreed assessment / communication criteria; learning actions and anonymised case studies.	Training log / case audits / supervision learning records	Webinars reported; face-to-face completion and practice outcomes not supplied.	All relevant staff trained March 2027; audit 20 cases quarterly or all if fewer; address every gap and produce at least one anonymised learning case study per quarter (5a).	Quarterly	Housing Solutions Manager
Trauma-informed customer experience	Feedback on safety, clarity, choice and respect; evaluate themes and changes without publishing identifiable case details.	Customer feedback / lived-experience input	Customer experience baseline to be established.	Baseline March 2027, then agreed improvement target; one documented learning review each quarter (3e, 5a, 5b).	Quarterly	Housing Solutions Manager

Approval and delivery dependencies: The senior responsible owner will need to confirm resources, lead acceptance, partner capacity, validated baselines and the committee calendar before the reporting schedule is adopted. Where a target cannot yet be quantified, the tables specify milestones for establishing the baseline and agreeing the target. Outstanding data gaps and recovery actions will be reported at each review.