

Appendix 1 - The Homelessness & Rough Sleeping Strategy 2024-2027

Foreword

In Manchester, a place to call home is what we all want for ourselves, our children, and our loved ones. To have the best start in life, a safe, secure and comfortable home in which to live, work and play is an essential part of the human experience that should be available to everyone. Good housing provides the bedrock for good health, good education, good jobs and a good life.

Unfortunately, owing to profound factors, such as the cumulative impact of austerity, COVID-19, the national housing crisis, and the cost-of-living crisis, this is simply not the case for far too many people.

That's why in Manchester we are determined to make homelessness rare, brief and unrepeated, and to do everything in our power – working with partners across the city – to continue our mission to end homelessness.

Building on our recent success in reducing rough sleeping, eliminating the use of bed and breakfast for families, and providing more suitable and affordable accommodation for our diverse communities, we are launching our new Homelessness and Rough Sleeping Strategy 2024–27 for consultation. We want to hear the views of residents, colleagues and partners on how, collectively, we can continue to turn the tide in Manchester.

The strategy is framed around the four principles of Manchester City Council's Homelessness Transformation Programme (A Place Called Home):

- **Increasing prevention**
- **Reducing rough sleeping**
- **More suitable and affordable accommodation**
- **Better outcomes, better lives.**

Our new three-year strategy places greater emphasis on the impact of homelessness on children and families and tackling inequalities. It also places strong emphasis on ensuring we maintain a position of placing no families in Band B, increasing prevention of homelessness, and reducing the number of placements we make outside of Manchester. To help achieve this we are working closely with all our partners, including schools, Early Help and the health service.

Reducing health inequalities is paramount to **Making Manchester Fairer**. There are clear links between housing and health outcomes, and these need to be addressed over the strategy period:

- Poor-quality housing is harmful to physical and mental health and widens health inequalities

- Unaffordable housing contributes to poverty and can lead to homelessness
- Homelessness often results from a combination of events, such as relationship breakdown, debt, adverse experiences in childhood, and ill health.

There are links between housing, homelessness and poverty. We know that poverty in Manchester is distributed unevenly, with certain groups and communities likely to be disproportionately affected. This includes, but is not limited to:

- Communities experiencing racial inequalities, particularly Black, Bangladeshi and Pakistani residents
- Women
- Disabled people
- Older people
- Children and young people
- Residents in certain spatial areas, particularly north Manchester, east Manchester and Wythenshawe.

Manchester services continue to operate in a challenging context. The cumulative impacts of austerity and the cost-of-living crisis have a persistent adverse effect on the housing market and exacerbate hardship for local communities, especially those with the least resources. Together we want to ensure that residents of Manchester have access to services, options and pathways to housing, and the support to make homelessness rare, brief and unrepeated in Manchester.

Vision

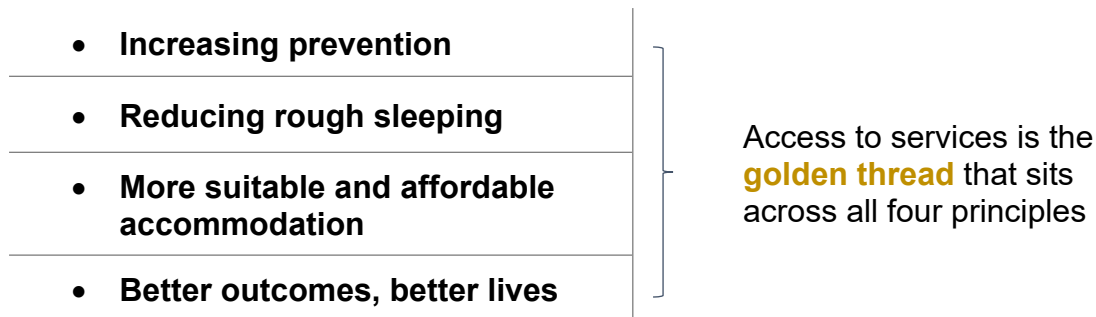
The Homelessness and Rough Sleeping Strategy 2024–27 has been developed with the Manchester Homelessness Partnership. All partners agree that the strategy must continue to set out the citywide vision to **end homelessness in Manchester**.

The strategy aims to make:

- Homelessness a **rare** occurrence: *increasing prevention and earlier intervention at a community level*
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- Homelessness as **brief** as possible: *improving temporary and supported accommodation so it becomes a positive experience*
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- Experience of homelessness **unrepeated**: *increasing access to settled homes and the right support at the right time.*

A Place Called Home: principles for homelessness

The strategy is framed around the four principles of Manchester City Council's Homelessness Transformation Programme (A Place Called Home):



The four principles capture the breadth of homelessness and rough sleeping in Manchester and are the foundation to meet the aims of the strategy.

A Place Called Home
 Homelessness for any period of time can have a devastating impact on individuals and families.

The Council and partners across the city are absolutely committed in their mission to prevent homelessness in all its forms and to ensure residents have a place to call home.

The Homelessness and Rough Sleeping Strategy 2024–27 upholds the principles of A Place Called Home, and the supporting action plan will have a positive impact on our aim to tackle homelessness head on and to support residents to maintain or find a place to call home.

National context

The landscape of homelessness is evolving quickly. Alongside austerity, the following factors have had a significant impact on the increasing number of people who have become homeless nationally:

- The enactment of the Welfare Reform Act 2012, which led to the introduction of Universal Credit
- Changes to welfare benefits, including the under-35 shared-room rate, and the underoccupancy charge
- The introduction of the personal independence payment and the benefit cap.

In addition to these, in Manchester demand outstrips supply, leading to high local market rents that are unaffordable to those on a low income.

The following timeline highlights the key political, social, legislative and economic changes since the publication of the last strategy:

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|-------------|--|
| 2018 | <ul style="list-style-type: none"> • Homelessness Reduction Act – introduced new legal duties, including the prevention and relief of homelessness and the development of Personal Housing Plans |
|-------------|--|

	<ul style="list-style-type: none"> • Launch of the Rough Sleeper Initiative – key funding programme to reduce incidences of rough sleeping
2020	<ul style="list-style-type: none"> • COVID-19 – led to embargo on evictions, and once lifted led to an increase in the number of homeless applications
	<ul style="list-style-type: none"> • Local Housing Allowance – the Local Housing Allowance rates have been frozen since April 2020
2021	<ul style="list-style-type: none"> • Domestic Abuse Act – grants ‘priority need’ to people who are homeless as a result of being a survivor of domestic abuse
2022	<ul style="list-style-type: none"> • Unstable international conflict – has led to an increase in migration to the United Kingdom from Afghanistan, Ukraine and via the asylum route. This has led to increased demand for housing in areas of the country where people want to settle
2023	<ul style="list-style-type: none"> • Renters Reform Bill – proposed Abolition of Section 21, which has still not been implemented, is leading to a rapid rise in homeless applications and Section 21 notices
	<ul style="list-style-type: none"> • Asylum case processing – the increasing number of expected asylum seekers will result in a higher number of homeless applications being taken from people given leave to remain. Potentially, this will result in an increase in the number of people sleeping rough with no leave to remain
	<ul style="list-style-type: none"> • Supported Housing (Regulatory Oversight) Act – broadly welcomed but capacity and resources are key to delivery.

All of the above – directly or indirectly – have contributed, or will contribute, to the rise of homelessness nationally.

Headline measures for homelessness and rough sleeping over the past five years (31 March 2018 to 31 March 2023) in England* are as follows:

- **Homeless assessments** – the number of households assessed remained relatively stable between 70,000 and 80,000 per quarter
- **Temporary accommodation** – households in all types of temporary accommodation increased by 26%
- **Bed and breakfast placements**
 - Households in bed and breakfast increased by 107%
 - Families in bed and breakfast for more than six weeks increased by 83%
- **Rough sleeping** – the single-night count of people sleeping rough decreased from 2018 to 2021 (partially as a result of ‘Everyone In’), and then increased in 2022 by 26%.

**Different statutory duties apply in Wales and Northern Ireland*

Local authorities are increasingly faced with rising demand and shrinking resources. The following factors have considerable implications on the use of temporary accommodation and local authority budgets:

- Rise in Section 21 notices
- Rising rent levels significantly above LHA rates
- Increased number of families in bed and breakfast and temporary accommodation
- Increased use of out-of-borough placements (and predicted underreporting)
- Loss of privately sourced temporary accommodation to other options (e.g. Home Office asylum use).

Homeless agencies are operating within an incredibly difficult context. The housing challenge has increased, measurable via rising rents and the continued shortage of social and affordable housing. In addition, the cost-of-living crisis has resulted in more contributing factors increasing the risk of homelessness.

Greater Manchester context

Manchester City Council is one of the ten local authorities that together comprise the Greater Manchester Combined Authority (GMCA). Tackling homelessness and rough sleeping is a key priority for all organisations across Greater Manchester. The Greater Manchester Prevention Strategy 2021–26 sets out five important objectives to prevent homelessness and rough sleeping:

1. Everyone can access and sustain a home that is safe, decent, accessible and affordable

2. Everyone leaves our places of care with a safe place to go

3. Everyone can access good-quality advice, advocacy and support to prevent homelessness

4. People experiencing homelessness have respite, recovery and reconnection support

5. Homelessness is never an entrenched or repeat experience

The Manchester Homelessness and Rough Sleeping Strategy 2024–27 pays regard to the Greater Manchester Prevention Strategy 2021–26.

Manchester Homelessness Partnership

The Manchester Homelessness Partnership upholds the vision to deliver real change for homeless people by using the assets of all partners in the city. The Partnership consists of organisations that have personal insight into homelessness:

- Private businesses
- Faith Sector
- Manchester City Council
- Greater Manchester Combined Authority
- Voluntary Sector

- Registered providers
- Charities
- Universities
- Banks
- Schools and colleges
- National Health Service
- Greater Manchester Police
- Greater Manchester Fire and Rescue Service.

The Manchester Homelessness Partnership Board provides leadership, influence, listening and lobbying to help drive the strategy and reduce homelessness across the city. The Manchester Homelessness Partnership Action Groups are designed to actively involve people who are or have been homeless in the planning, design and evaluation of services. The groups cover the following areas:

- Women's Homelessness Involvement Group
- Migrant Destitution Group
- Real Change
- Heritage Group
- Emergency accommodation
- Unsupported temporary accommodation
- Strategy Group
- Prevention Group
- Employment
- Prison leavers
- Business Group
- Mental health
- Innovation.

There is a link between the Board and Action Groups, the regular Council homelessness meetings, and the wider strategic forums, including the Strategic Housing Board, the Health and Homelessness Task Group, and the Homeless Partnership Strategic Advisory Group. There is also a link between the Manchester Homelessness Partnership and Greater Manchester forums, such as the Greater Manchester Homelessness Programme Board and the Greater Manchester Homelessness Action Network.

Key findings from the review of homelessness and rough sleeping in Manchester

The previous strategy covered the period 1 January 2018 to 31 December 2023. Changes in national reporting resulted in choosing a shorter timeframe for the data review for consistency of analysis. Therefore, unless specified, the following review covers data just short of four financial years (1 April 2019 to 31 March 2023). Findings are presented using headline measures for homelessness and rough sleeping, and a section on wider social and economic factors. Further review findings are included at the beginning of each principle for homelessness section.

Homeless applications

Of the local authorities that submitted data to the Government (Department Levelling Up, Housing and Communities – DLUHC), Manchester opened the highest number of homeless applications in England (6,660) between 1 April 2021 and 31 March 2022.

The strategy period has seen an increase in the number of homeless applications in Manchester, with the number of cases owed a duty following that trend.

A person can be owed prevention duty (if they are at risk of homelessness), relief duty (if homelessness cannot be prevented), and main duty (if homelessness cannot be relieved).

Looking at the percentage of homeless applications owed a prevention and relief duty gives more insight into the landscape of preventing homelessness. The following compares Manchester with three Core Cities, as well as the national average.

	Number of homelessness applications	% opened at prevention duty	% opened at relief duty
Birmingham	5,434	29%	71%
Bristol	3,119	19%	81%
Leeds	5,295	69%	31%
Manchester	6,660	41%	59%
England	290,180	48%	52%

The table demonstrates that Manchester opened more cases at the relief duty than prevention duty. Although this is close to the national average, local authorities such as Leeds have much lower figures, showing they have focused more on prevention activities. Manchester is working towards higher prevention outcomes, as this has significantly less impact on families' lives and decreases the Council's reliance on temporary accommodation.

Reasons for homelessness

Manchester reflects the national trend in the reasons for loss of settled home.

The top five are:

1. Family or friends no longer willing or able to accommodate

2. End of private rented tenancy – assured short-hold tenancy

3. Domestic abuse

4. Relationship with partner ended (non-violent breakdown)

5. End of private rented tenancy – not assured shorthold tenancy.

The categories above have remained the same over the period with a slight fluctuation in order. 'Family or friends no longer willing or able to accommodate' has remained at the top of the list, and it increased significantly during the pandemic. 'End of private rented tenancy' cases experienced the greatest change, increasing by 257% from 1 April 2020 to 31 March 2023. Legislative changes in response to COVID-19, including a ban on evictions, resulted in a sharp decrease in 'End of private rented tenancy' being recorded as the reason for homelessness. However, cases have steadily recovered, exceeding pre-pandemic levels, and they are on track to become the top reason for homelessness.

People sleeping rough

The number of people sleeping rough is either counted or estimated by local authorities across the UK between 1 October and 30 November each year. The annual street count for Manchester shows that the number of people sleeping rough has decreased over the course of the previous strategy from 123 people seen bedded down in one night in November 2018 to 58 people seen bedded in November 2022. The last count was a slight increase from 2021 when only 43 people were seen bedded down.

Since November 2020, Manchester has also conducted bimonthly street counts (once every two months). The bimonthly count data shows that rough sleeping fluctuates seasonally – more people are found sleeping rough in the summer and fewer in winter.

Throughout the previous strategy period, around a third of people sleeping rough each quarter have been new to sleeping on the streets. The remaining two thirds are already known to the Outreach Team.

Homelessness: social and economic factors

It is crucial that the review pays regard to the links between homelessness in Manchester and the wider social and economic factors, including:

- There has been a significant increase in Black and Asian households owed a homeless duty (84% and 61% respectively)
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- The availability of homes let through the Housing Register has decreased annually since 2018. In 2022/23, around 2,200 homes were let through Manchester Move, compared to 2,850 in 2017/18

- Completions of market and affordable homes in 2022/23 dropped to 1,907, compared to 3,762 in 2021/22

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- There are no wards in Manchester where average two-bed rents are below the Local Housing Allowance (LHA) rate. Average two-bed rents outside the city centre are £336 above the LHA rate; for three-bed and four-bed properties, the figures are £523 and £718 respectively

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- The Council's Local Welfare Provision is used for furniture packages, fuel grants and cash grants. Spend increased from £473,900 in 2018/19 to £770,070 in 2022/23.

Increasing prevention

Significantly increasing the prevention of homelessness

Review findings:

Recording the prevention of homelessness across the sector is still relatively new, as the sector has been geared towards recording the number of cases at crisis point.

Analysis of prevention duty discharges resulting in a settled accommodation outcome throughout the last strategy period shows an even split between keeping people in their existing accommodation and finding new accommodation. When new accommodation is found, this is more often in the private rented sector than the social rented sector.

The Accommodation for ex-Offenders (AfEO) programme aims to reduce reoffending and homelessness by supporting ex-offenders who might otherwise become homeless to access the private rented sector. Manchester has the best national AfEO outcomes, with 157 private rented sector outcomes (2022/23).

Increasing the prevention of homelessness is defined as ensuring individuals or families at risk of homelessness can stay in their existing home or make a planned move to alternative accommodation (suitable for a minimum of six months).

The Manchester Homelessness Partnership is committed to significantly increase the prevention of homelessness, which includes:

- Finding suitable solutions for people when they are brought to the attention of services, ideally preventing them from becoming homeless
- Intervening early to mitigate a range of circumstances contributing to homelessness.

Prevention of homelessness is everyone's responsibility

Homelessness manifests in different ways ranging from*:

- Being street homeless
- Being served notice to quit from rented accommodation
- Being subject to violence and/or abuse in the home
- Sofa surfing or being evicted from home.

*Please note this list is not exhaustive

Prevention needs to occur before the issue escalates by identifying households likely to be threatened with homelessness at an earlier stage and offering wide-ranging solutions to address factors that increase the risk of homelessness.

Inequalities need to be removed to improve access to employment, education, training, housing, and health services. This will increase resilience and reduce the number of people requiring homeless services.

What does the Council need to do?

- Provide an accessible Housing Solutions Service
- Provide an effective Housing Solutions Service, fulfilling its legal duties to maximise prevention and relief duties
- Improve awareness of households that are homeless or at risk of becoming homeless, including those that would be most affected.

What can partners do?

- Report and share support needs earlier at the prevention stage
- Increase joint-partnership activity around prevention, starting with a shared approach on supporting individuals
- Improve expectations around homeless prevention, including encouraging a greater uptake of training offered by partners.

How do we measure success?

- Higher percentage of cases opened where homelessness can be prevented
- Higher number of settled accommodation outcomes for cases where homelessness can be prevented
- Higher number of settled accommodation outcomes for cases where homelessness can be relieved.

Increasing prevention spotlight

A short Manchester case study will be developed with partners during the consultation period.

Increasing prevention spotlight

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Reducing rough sleeping

We will continue our progress to reduce rough sleeping

Review findings:

A key challenge to helping people off the streets is access to mental health and addiction services, because the majority of people sleeping rough suffer from mental health and/or addiction issues.

The number of new people sleeping on the streets has increased, showing the need for early intervention and prevention. The large number of people coming from outside the borough to sleep rough in Manchester reflects the level of support offered in the city.

Around 15% of people seen bedded down were female, and this has remained steady over the last strategy period. However, we know this is likely to be an underestimate, as women are more likely to remain hidden when sleeping rough. The age profile of people found sleeping rough has got younger: the most common age groups are now 25–35 and 35–45 (previously 35–45 and 45–55).

There have been significant changes to how Manchester responds to rough sleeping, including increased outreach work, enhanced partnership working, a new specialised

Funding through the Rough Sleeping Initiative (RSI) is in place until 2025. This provides additional services for people sleeping rough (including specialist support for young people, prison leavers, people with complex support needs, and women), as well as 25 units of emergency and supported accommodation.

As a consequence of the Rough Sleeper Accommodation Programme (RSAP), there are now more than one hundred units of accommodation throughout the city. The programme, which supports people with a history of rough sleeping, provides an alternative to, or step down from, supported accommodation in the form of a tenancy with wrap-around support. Its aim is to help individuals develop the confidence and skills to move into and manage a long-term tenancy.

Successful bids have been made to the Single Homelessness Accommodation Programme, which will fund new long-term supported accommodation for people with a history of sleeping rough who have complex support needs.

May 2023 saw the opening of emergency off-street accommodation dedicated to rapidly accommodate people who are sleeping rough.

Manchester City Council and partners have been working together to improve their understanding of the reasons why people sleep rough for the first time, and what factors may reduce this in order to offer targeted and specialised support. Work to date has identified an increase in the complexity of need for people requiring support, and this has been met by Manchester City Council and partners through closer and more multi-agency work.

What does the Council need to do?

- Maximise coverage of street outreach to find and engage with people sleeping rough
- Wherever possible, make an emergency accommodation offer to people sleeping rough
- As swiftly as possible, find long-term and more suitable housing and support options for people sleeping rough.

What can partners do?

- Ensure good access to social care services that deal with mental health and addiction issues, and wider support services when there are barriers to preventing homelessness or accessing accommodation
- Review policies and practices to ensure evictions from all accommodation services are a last resort
- Look at how good-quality services can be delivered within restricted budgets.

What does success look like?

- A minimal number of people sleeping rough
- People sleeping rough getting the right accommodation and support packages at the right time
- More people moving into sustainable accommodation.

Reducing rough sleeping spotlight

A short Manchester case study will be developed with partners during the consultation period.

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More suitable and affordable accommodation

Minimising the use of temporary accommodation, reducing out-of-borough placements, and increasing access to settled homes

Review findings:

There is a continued need for temporary accommodation to relieve homelessness while waiting for settled accommodation. Compared to other Core Cities, Manchester has the highest number of temporary accommodation per 1,000 households: an increase of over 50% during the strategy period. However, Manchester is currently reducing the number of people in bed and breakfast accommodation, while other local authorities are increasing it in the current climate.

The number of children in temporary accommodation doubled over the previous strategy period, peaking at 4,424 in January 2023. As of the end of June 2023, the number in Manchester has decreased to 3,830, a reduction of 13% since January 2023.

The current lack of affordable settled accommodation provides a challenge for the sector, resulting in some individuals and families deemed ready to move on being stuck in temporary accommodation or supported housing.

The demand for more suitable and affordable accommodation outstrips current supply in Manchester. There is a particular demand for suitable accommodation to meet the diverse needs of specific client groups, e.g., more adapted homes for people with physical disabilities; supported accommodation suitable to meet the needs of people with learning disabilities and long-term mental health issues where general-needs accommodation may not be a long-term solution; and larger family homes. Manchester is undertaking a citywide Housing Needs Assessment to ascertain the different types, sizes and number of homes needed in the city.

It is vital that the standards of homes are improved across the city. Poor-quality housing is harmful to physical and mental health and widens health inequalities. It is therefore imperative that we work in partnership to ensure all properties (social and private) are of a good quality and are compliant with national standards and guidelines.

When a child is homeless, childhood is suspended – this strategy takes a closer look at the experience of homelessness for children and families. The number of children in temporary accommodation, and in particular bed and breakfast, will be closely monitored throughout the strategy period.

The Council is committed to reducing out-of-borough placements, striving to rehouse individuals and families close to their support networks in Manchester. This is in the context of finding suitable and sustainable accommodation, which poses a significant challenge, particularly for larger families or where people feel unsafe in Manchester. Options are assessed on a case-by-case basis.

Manchester is already making greater use of its private rented sector. The Council has changed the Allocation Policy to allow households to take a private rented sector

property and keep their banding on the housing register, thereby freeing space within temporary accommodation.

The action plan will directly respond to Local Housing Plans and the following Manchester Housing Strategy 2022–2032 principle: ‘Work to end homelessness and ensure housing is affordable and accessible to all’, to ensure activity is aligned between partners in housing and homelessness. The action plan will also align with the Enabling Independence Accommodation Strategy (EIAS), which sets out a partnership approach to improving housing with care and support options to meet people’s needs and better enable their independence.

What does the Council need to do?

- Maximise delivery of new settled and temporary accommodation for homeless people that targets specific support needs where there is currently a gap in provision
- Maintain position of minimised bed and breakfast placements and look at reducing out-of-borough placements
- Make best use of the private rented sector.

What can partners do?

- Make best use of Council assets (land and buildings) as temporary accommodation and supported housing
- Work with registered providers to deliver new housing options for people at risk of or experiencing homelessness
- Create an environment where the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector delivers new housing they can own and manage.

What does success look like?

- Maximising new accommodation to target homeless households with specific needs
- Maximising lettings in the private rented sector
- Where emergency bed and breakfast placements are made for families, it will be for the shortest time possible, and in all circumstances no longer than six weeks.

More suitable and affordable accommodation spotlight

A short Manchester case study will be developed with partners during the consultation period.

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Better outcomes, better lives

Delivering better outcomes and better lives for people of all ages (singles, couples and families) at risk, or those who are homeless.

Review findings:

Where a local authority is satisfied that a homeless applicant is eligible and either homeless or threatened with homelessness, it must complete a 'holistic and comprehensive' assessment of their needs, including support needs.

The top three support needs of people owed a homeless duty in Manchester and the percentage increase since 2018:

1. History of mental health problems: +56%
2. Physical ill health and disability: +103%
3. At risk of or has experienced domestic abuse: +97%

The top three increases in support need recorded:

1. Old age: +225%
2. Care leaver aged 21+: +125%
3. Former asylum seeker: +121%

Manchester needs to build on its understanding of the health needs of people who have experienced homelessness.

Better outcomes, better lives is the homeless sector's response to Making Manchester Fairer. The action plan will ensure a more equitable response to homelessness, focusing on ensuring people have equal access to services to help them become more resilient and to move towards independence. The action plan will address inequality in support and accommodation across both the city and Greater Manchester, helping people to build community and support networks.

There is a wide range of support available for singles, couples and families experiencing various forms of homelessness. This includes, but is not limited to, support for people sleeping rough, as well as those in bed and breakfast accommodation, shared accommodation, hostels, dispersed properties, other forms of temporary accommodation, and their own tenancies.

It also covers advice services and specialist support services. This is delivered by in-house support workers, commissioned providers and partners across Manchester.

Manchester City Council and partners are forming a better picture of residents' support needs. Co-working with Mental Health and Drug Services is already happening; however, evidence shows that further integration of services is necessary.

As part of the A Bed Every Night offer, Manchester has dedicated LGBTQ+ accommodation and support, which is currently the only dedicated LGBTQ+ provision across Greater Manchester. It is therefore in great demand, especially for younger people aged under 30.

Continuity of support with the individual at the centre needs to be improved, as there are often numerous teams involved depending on support needs. The sector must be wary and held accountable, because losing sight of customer journeys can lead to individuals and families being overlooked when supported by other services, creating gaps in their support.

What does the Council need to do?

- Understand the level of wider inequality in Manchester and how this impacts the lives of Manchester residents who are homeless or at risk of homelessness
- Better understand housing-related support needs in Manchester and how this impacts the lives of Manchester residents who are homeless or at risk of homelessness
- Ensure the right accommodation and support is available at the right time for residents, including supported and settled accommodation options and being mindful that some people will never live independently.

What can partners do?

- Ensure people have access to a range of statutory services to make homelessness rare, brief and unrepeated
- Adapt services to reflect the need of Manchester residents and people presenting as homeless in Manchester, to make homelessness rare, brief and unrepeated
- Increase prevention activity to support residents to sustain their existing tenancies, and support their planned move-on where required.

What does success look like?

- More people in sustained and settled accommodation
- More positive move-ons
- Fewer repeat presentations.

Better outcomes, better lives spotlight

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Action plan

The action plan is the most crucial component of the strategy, as its implementation drives change across the city. The action plan is a dynamic document and will change across the full term of the strategy.

Manchester's agreed approach:

The action plan is owned by Manchester City Council (the statutory body) and partners, via the Manchester Homelessness Partnership:

- Manchester City Council – responsible for the development and administration of the action plan
- Manchester Homelessness Partnership – responsible for accountability and reporting (via relevant governance structures)
- All partners – responsible for the delivery of their agreed actions.

Development

All partners have been asked 'What does success look like?' and had discussions about success not always being quantitative, around recording positive outcomes, and about good examples of monitoring.

The Strategy Action Plan will be developed with the Manchester Homeless Partnership and all partners across the city and will be in place by 1 January 2024. We recognise that a lot can happen in three years – that's why we are building flexibility and resilience into our action plan. The table below shows some of the headline measurements the strategy will monitor:

Increasing prevention	<ul style="list-style-type: none">• Higher percentage of cases opened where homelessness can be prevented• Higher number of settled accommodation outcomes for cases where homelessness can be prevented• Higher number of settled accommodation outcomes for cases where homelessness can be relieved.
Reducing rough sleeping	<ul style="list-style-type: none">• A minimal number of people sleeping rough• People sleeping rough getting the right accommodation and support packages at the right time• More people moving into sustainable accommodation.
More suitable and affordable accommodation	<ul style="list-style-type: none">• Maximising new accommodation to target homeless households with specific needs• Maximising lettings in the private rented sector• Where emergency bed and breakfast placements are made for families, it will be for the shortest time possible, and in all circumstances no longer than six weeks.
Better outcomes, better lives	<ul style="list-style-type: none">• More people in sustained and settled accommodation• More positive move-ons• Fewer repeat presentations.