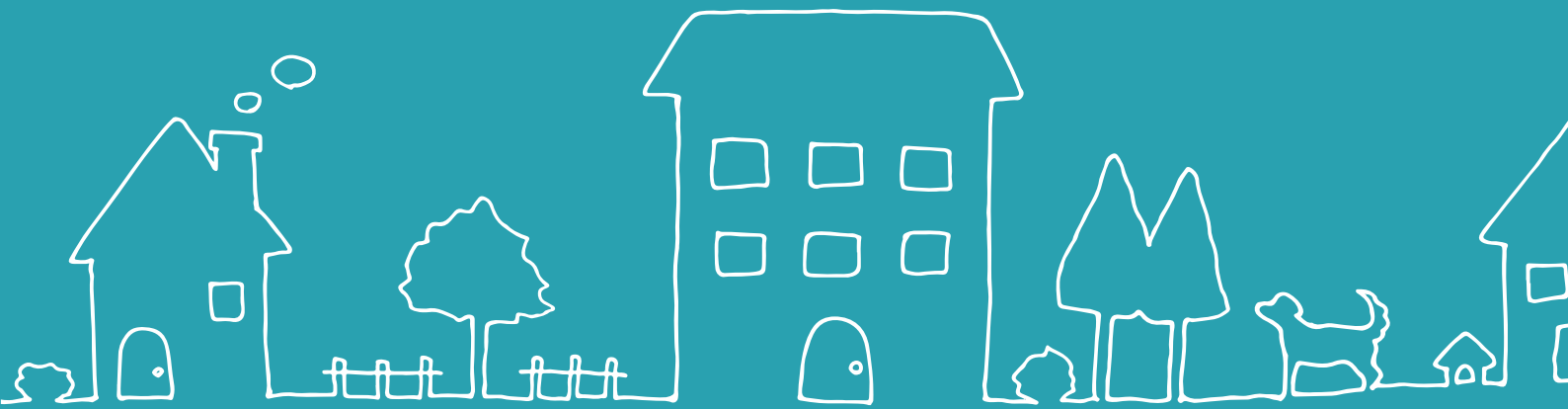


# Ending Homelessness Together

Homelessness Strategy **2022-27**



---

## STRATEGIC ACTION PLAN FOR TEMPORARY ACCOMMODATION

Year 4 Actions



**Housing  
Executive**

# Strategic Action Plan for Temporary Accommodation

This document sets out the Year 4 actions of the Housing Executive's Strategic Action Plan for Temporary Accommodation 2022-27. These actions should be read in conjunction with the original action plan, which is available to view on the Housing Executive website.

Some of our key achievements in Year 3 included:

- Increasing the Housing Executive's temporary accommodation portfolio by a net 361 units.
- Enhancing partnerships with Housing Associations, with a net increase in units provided for temporary accommodation, two Housing Associations providing temporary accommodation for the first time and long-term leases agreed at two sites.
- Introduction of a new HMO model of temporary accommodation.
- Approval of a programme to purchase properties in the private sector for use as temporary accommodation.
- Agreement to further roll out the Shared Tenancies model for young people.
- Development of a Homelessness Prevention Toolkit; a digital resource for Housing Executive staff which provides key information on prevention-based services in operation across Northern Ireland.
- Continuing to deliver and develop the Complex Lives project to support vulnerable customers and prevent repeat homelessness through a multi-agency approach.
- Continuing to deliver dispersed outreach to customers.

In developing actions for Year 4, we have reflected on the progress made since the commencement of the Action Plan, sought to identify priority areas and considered where further action is required. In doing so, we have also been mindful of our current operating environment, including the pressures associated with increasing temporary accommodation demand and a challenging funding context. We have set out key milestones with timeframes against each action and indicated where delivery is dependent on funding. The inclusion of milestones will improve focus on what is to be delivered in the year ahead and enable clearer monitoring and reporting of progress. We have also included outcomes against each action and referenced our key partners in delivery, recognising the important role of other organisations in assisting the Housing Executive to develop and transform our temporary accommodation responses.

# Year 4 Actions

Minimised Need for Temporary Accommodation		
<b>1</b>	Target homelessness prevention initiatives to those at most risk and prioritise funding to projects most strategically aligned	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>The Homelessness Prevention Fund to be advertised by 30th September 2025.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Improved utilisation of prevention-based services in local areas to support households to prevent homelessness and sustain tenancies.</li> </ul>
<b>2</b>	Continue to engage with housing associations and other key stakeholders to raise awareness, improve understanding and maximise their potential to better meet the needs of households at risk of or experiencing homelessness	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>A forum for engagement with housing associations will be established by 31st December 2025.</li> <li>The Housing Executive will share information on homelessness prevention methods and initiatives with landlords in the private rented sector via appropriate communication channels by 31st December 2025.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Stakeholders more effective in working to prevent homelessness.</li> </ul> <p><b>Key partners</b></p> <p>Housing Associations</p>
<b>3</b> <b>Amended Action</b>	Develop options for measurement and benchmarking in respect of homelessness prevention	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>As part of the development of a new Outcomes Framework to capture the range of preventative work being achieved during a user's engagement with a service, the scope of a test group for an outcomes capture pilot will be agreed and the services will be selected from a range of current homeless services. Participating service providers will be provided with the proposed framework and associated guidance and the pilot will be initiated by 30th September 2025.</li> <li>Interim findings and feedback from providers on the outcomes capture pilot will be reviewed by 31st January 2026 and learning from this will be used to inform the remainder of the pilot, which will run until the end of Q2 in 2026/27.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Improved understanding of the most effective forms of homelessness prevention.</li> </ul> <p><b>Key Partners</b></p> <p>Voluntary Sector Providers</p>

Customer receives appropriate accommodation and support at the point of need		
<b>4</b>	Continue to embed the Common Assessment Framework as the main tool to assess and record needs on an ongoing basis and work with the homelessness sector to further refine understanding and terminology in relation to customer support needs	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>A revised version of the Common Assessment Framework (CAF) referral form will be issued for use by 30th September 2025.</li> <li>A guide on terminology in relation to customer support needs (for the purpose of matching customers to appropriate temporary accommodation) will be co-produced with the homelessness sector by 31st March 2026. A scoping exercise will also be completed by this date to determine what training is required across the sector to accurately assess support needs.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Improved understanding of customer support needs.</li> <li>Reduced mismatch between customer support needs and current accommodation/support.</li> </ul> <p><b>Key Partners</b></p> <p>Voluntary Sector Providers, Homeless Connect</p>
<b>5</b>	Maximise the capacity of the temporary accommodation portfolio by ensuring effective case management and void management practices; review and develop routine reporting of occupancy across temporary accommodation types	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>New dashboard screens will be developed by 30th September 2025 to enable the Housing Executive to more easily monitor occupancy and voids in housing association and HMO temporary accommodation.</li> <li>Void management indicators for temporary accommodation will be developed by 31st December 2025.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Less reliance on non-standard (hotel/B&amp;B) accommodation compared with a 'do nothing' approach.</li> <li>The temporary accommodation portfolio provides better value for money.</li> </ul>
<b>6 Amended Action</b>	Review requirements for the Housing Executive arising from increases in the provision of Housing Executive-owned temporary accommodation as a result of approval for NIHE acquisitions. Keep number of units under review based on the level of supply and demand.	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>A review of Housing Executive requirements will be completed by 31st March 2026.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>The Housing Executive has an improved understanding of its requirements as a larger provider of temporary accommodation and is better placed to make decisions about future resourcing.</li> </ul>

Customer receives appropriate accommodation and support at the point of need		
7	Increase provision of appropriate temporary accommodation, including via dispersed self-contained accommodation units with wraparound support as required	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>By 31st March 2026, there will be net increases in the units of each of the following types of temporary accommodation: <ul style="list-style-type: none"> <li>Single Let</li> <li>HMO</li> <li>Housing Association</li> <li>Housing Executive</li> </ul> </li> <li>There will be an increase in the provision of Supporting People-funded temporary accommodation units by 31st March 2026, subject to funding availability.</li> </ul> <p>The baseline position for both milestones will be the temporary accommodation portfolio as of 31st March 2025.</p> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Less reliance on non-standard (hotel/B&amp;B) accommodation compared with a 'do nothing' approach and better value for money from the temporary accommodation portfolio.</li> <li>Reduced mismatch between customer support needs and current accommodation/support.</li> </ul> <p><b>Key Partners</b></p> <p>Housing Associations, Private Sector Providers, Voluntary Sector Providers</p>
8	Continue roll out of Shared Tenancies for young people	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>Continue the roll out of Shared Tenancies in West Area, increasing service to up to: <ul style="list-style-type: none"> <li>6 young people by 30th September 2025, and up to</li> <li>10 young people by 31st March 2026</li> </ul> </li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Positive pathways and outcomes achieved for the young people target client group, who achieve greater independence and are better prepared for more permanent accommodation arrangements.</li> </ul> <p><b>Key Partners</b></p> <p>First Housing Aid &amp; Support Services</p>
9 <b>Amended Action</b>	Secure additional dispersed temporary accommodation units for young people leaving care in support of the New Foundations Action Plan	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>Up to 30 units of accommodation will be secured for the New Foundations programme by 31st March 2026.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Young people better enabled to live independently and pursue their aspirations.</li> </ul> <p><b>Key Partners</b></p> <p>Private Sector Providers</p>

A sustainable supply of good quality, affordable temporary accommodation which is safe, warm and well-managed		
<b>10 Amended Action</b>	Enhance existing and develop additional strategic partnerships with a range of accommodation providers and introduce new contractual arrangements, such as short and long-term leasing models, to deliver a sustainable supply of temporary accommodation to match identified need.	<p><b>Milestones</b></p> <p>By 31st March 2026:</p> <ul style="list-style-type: none"> <li>Temporary accommodation units will be secured with new Housing Association partners. As of 31st March 2025, four Housing Associations were providing the Housing Executive with temporary accommodation units.</li> <li>Longer-term contractual arrangements for temporary accommodation will be agreed with partners in the private sector, subject to budget availability. As of 31st March 2025, long-term contractual arrangements were in place for 118 units of temporary accommodation sourced from the private sector.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Greater security of temporary accommodation supply.</li> <li>Less reliance on non-standard (hotel/B&amp;B) accommodation compared with a 'do nothing' approach and better value for money from the temporary accommodation portfolio.</li> </ul> <p><b>Key partners</b></p> <p>Housing Associations, Private Sector Providers</p>
<b>11</b>	Purchase properties for temporary accommodation, subject to budget and necessary approvals	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>By March 2028, the Housing Executive will have purchased up to 600 properties for use as temporary accommodation, with acquisitions to commence in 2025/26. The figure at 31st March 2026 will be the Year 1 baseline.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Less reliance on non-standard (hotel/B&amp;B) accommodation compared with a 'do nothing' approach and better value for money from the temporary accommodation portfolio.</li> </ul>
<b>12 Amended Action</b>	Progress the development of a temporary accommodation standards framework for Northern Ireland, in cooperation with customers and providers. This should include physical standards, suitability standards and service standards for all types of temporary accommodation.	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>Draft physical standards will be presented to the Homeless Services Operational Group (consisting of representatives from the Housing Executive and voluntary sector providers) for consideration by 30th September 2025.</li> <li>Draft physical standards will be refined in collaboration with the Homeless Services Operational Group and finalised by 31st March 2026. This will involve gathering feedback from service users.</li> <li>Draft suitability standards will be presented to the Homeless Services Operational Group for consideration by 31st March 2026.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Homeless households provided with good quality, affordable temporary accommodation which is safe, warm and well-managed.</li> </ul> <p><b>Key Partners</b></p> <p>Voluntary Sector Providers, Homeless Connect</p>

A sustainable supply of good quality, affordable temporary accommodation which is safe, warm and well-managed		
<b>13</b>	Work with providers and Supporting People on a remodelling programme for large scale congregate hostels	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>By 30th June 2025, The Salvation Army will provide the Housing Executive with a plan for the remodelling of the temporary accommodation provision currently operated at Centenary House, in line with the Strategic Action Plan for Temporary Accommodation 2022-27.</li> <li>By 31st December 2025, The Salvation Army will have sourced and secured suitable premises as part of the remodelling process for Centenary House.</li> <li>A scoping exercise will be completed by 31st March 2026 which assesses the feasibility of further remodelling within the sector, considering factors such as resource availability and temporary accommodation demand.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Homeless households provided with temporary accommodation that is more conducive to stability and personal growth.</li> </ul> <p><b>Key partners</b></p> <p>The Salvation Army</p>
<b>14</b> <b>New Action</b>	Bring forward a programme of work to address the recommendations outlined in the Centre for Homelessness Impact (CHI) Value for Money Report in respect of temporary accommodation	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>Build on a programme of work to address the recommendations outlined in the CHI Value for Money Report by 31st August 2025.</li> <li>Provide an update to the Central Homelessness Forum on work delivered during 2025/26 by 31st March 2026.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Improved understanding of temporary accommodation costs and delivery of a number of actions that will seek to improve value for money.</li> </ul> <p><b>Key partners</b></p> <p>Centre for Homelessness Impact</p>

Customers moving on from temporary accommodation sustain their tenancies		
<b>15</b>	Continue to deliver flexible support models both within temporary accommodation and once the customer has moved to their permanent housing option	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>The current level of provision of dispersed outreach services will be maintained throughout 2025/26.</li> <li>The potential to enhance the existing level of provision (which is subject to budget availability) will be reviewed by 30th June 2025.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Customers supported to sustain their tenancies and avoid repeat homelessness.</li> </ul> <p><b>Key Partners</b></p> <p>Voluntary Sector Providers</p>
<b>16 Amended Action</b>	Through consideration of the outcomes from the Housing First Task and Finish Group and the findings of the independent research on the feasibility of Housing First in Northern Ireland we will continue to explore and develop options to expand Housing First provision.	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>Housing First Research will be published by 31st July 2025.</li> <li>Housing Executive to liaise with key partners and further milestones to be added by 30th September 2025.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Expansion of Housing First provision across Northern Ireland.</li> </ul> <p><b>Key Partners</b></p> <p>Department for Communities</p>
<b>17 Amended Action</b>	Support projects which build community capacity to prevent homelessness and sustain tenancies, and help to promote programmes aimed at supporting independent living and tenancy sustainment	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>Tranche 3 of the Sustaining Tenancies Grant Funding Programme 2023-2025 will be awarded by 31st October 2025.</li> <li>Tenancy Starter Packs will continue to be provided in 2025/26.</li> <li>A Hoarding Support Service will commence in Q2 of 2025/26.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Customers supported to sustain their tenancies, particularly those customers at greater risk of tenancy crisis or breakdown.</li> </ul> <p><b>Key Partners</b></p> <p>Voluntary Sector Providers</p>



Enablers		
18	Support effective commissioning of services to prioritise funding via structures such as the Homelessness Scheme Assessment Committee and the Regional Thematic Group.	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>These groups will meet on a quarterly basis over the course of 2025/26 and any key updates will be reported via appropriate reporting mechanisms, including, but not limited to, the Central Homelessness Forum and the Homelessness Strategy Steering Group.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Commissioning structures that ensure appropriate governance is applied to the commissioning of new services that will support those who are homeless or threatened with homelessness.</li> </ul>
19 Amended Action	Work with key stakeholders to develop a structure to support women vulnerable to chronic homelessness, which is trauma and gender informed.	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>By 31st March 2026, stakeholders will identify gaps in the provision of mental health support for this cohort and work to identify how these can be effectively addressed.</li> <li>A feasibility study will be conducted by 31st December 2025 which explores opportunities to develop co-aligned Trauma Informed Staff Training.</li> <li>Stakeholders will work together to enhance the temporary accommodation options and support offered for this cohort by 31st March 2026.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Suitable temporary accommodation options for this cohort will be expanded and collaborative working methods progressed across both CVS and Health to better support women vulnerable to or experiencing chronic homelessness.</li> </ul> <p><b>Key partners</b> Belfast City Council, Depaul, HSCNI, Simon Community, Welcome Organisation</p>
20	Continue to develop specification for digital solutions to support implementation of the Common Assessment Framework, provision of bed availability information, producing meaningful measures and data analysis.	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>The specification for Phase 5 of the Housing Executive's new Housing Options and Homeless IT System (encompassing a Central Access Point to show live availability and facilitate referrals to temporary accommodation) will be completed by 31st January 2026, subject to funding availability and agreement with suppliers.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Improved data and trend information in relation to temporary accommodation referrals and the availability of temporary accommodation units.</li> </ul> <p><b>Key partners</b> MRI Software</p>

Enablers		
<b>21 Amended Action</b>	Progress research to understand the impact of homelessness and temporary accommodation stays on children, subject to funding availability	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>The research project will commence by 31st March 2026, subject to funding availability.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Potential improvements in service provision identified.</li> <li>Relevant organisations and agencies have a better understanding of how they can more effectively mitigate against the negative impacts of homelessness and temporary accommodation stays.</li> </ul>
<b>22</b>	Build upon the collaborative co-location of services and case management approach developed through various local initiatives and projects including the Belfast Complex Lives Project.	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>We will continue to work with partners in the Belfast Complex Lives Project to consider options for co-location, with the aim of being co-located by 31st March 2026.</li> <li>Stakeholders will work together to enhance the person-centred support offered to women vulnerable to chronic homelessness by 31st March 2026.</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Improved collaboration which increases access to services.</li> </ul> <p><b>Key partners</b></p> <p>Belfast City Council, BHSCT, Depaul, Extern, PBNI, PSNI, Simon Community, Welcome Organisation</p>

To discuss or comment on this document,  
or to request an alternative format,  
please contact:

Homeless Projects Team  
Housing Executive  
2 Adelaide Street  
Belfast  
BT2 8PB

 03448 920 900

 [homelessprojects@nihe.gov.uk](mailto:homelessprojects@nihe.gov.uk)