

Housing, Health, and Community Committee	
Meeting Date	14 th July 2026
Report Title	Temporary Accommodation (TA) Spend – Scrutiny Report
EMT Lead	Emma Wiggins, Director of Regeneration and Neighbourhoods
Head of Service	Charlotte Hudson, Head of Housing and Communities
Lead Officer	Charlotte Hudson, Head of Housing and Communities
Classification	Open
Recommendations	The committee is recommended: 1. To scrutinise the performance report and controls in place to manage the TA budget. 2. To agree to amend the TA policy to have a formal review every 3 years.

1 Purpose of Report and Executive Summary

- 1.1 This report provides the Housing, Health, and Community Committee with an update on the current performance in relation to TA and current budget position, the report also discusses the current risks and controls in place to manage the TA budget.

2 Background

- 2.1 The Council has a Housing Options Improvement Programme (HOIP) in place to manage and control the spend on TA. The costs of TA to Council's are increasing nationally and there is a risk to the overall financial position of the Council if it is not monitored and managed effectively.
- 2.2 The Housing, Health and Communities Committee have made some significant investment in interventions to support the control of the TA budget, the most significant are the TA Purchase Programme and an investment in additional staff to work with enabling clients to move effectively through the system. Both these interventions have been implemented.

Performance Information

- 2.3 **Table 1 - Statutory Temporary Accommodation Placements – Total Households on last day of period**

	22/23	23/24	24/25	Q1 25	Q2 25	Q3 25	Q4 25
No. in Statutory TA	337	305	281	273	282	300	322

SBC Own Stock	3	3	38	44	42	48	43
Homeless Hostel	8	14	11	8	10	6	6
Housing Assn	79	84	73	76	81	73	75
B&B and Nightly Let	247	204	159	145	149	173	196
No. outside Statutory Duty (RSI Funded)	54	22	23	29	21	21	19

Table 2 - Statutory Temporary Accommodation Flow (2025/26)

Statutory placements	Households placed in TA for first time	Households left TA	Adjustments for households who move between statutory and RSI and not continuously in TA	Households at month end
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April	15	34	plus 3	265
May	27	20	less 3	269
June	27	20	less 3	273
July	32	25	plus 2	282
August	23	22	less 4	279
September	25	23	plus 1	282
October	22	15	plus 3	293
November	23	26	plus 2	292
December	26	14	less 4	300
January	36	23	plus 2	315
February	28	16	plus 2	329
March	42	52	plus 3	322

Table 3 - Length of Time in Temporary Accommodation – Over 6 months (2025/26)

Length of time in temporary (6 Months +)	Q1	Q2	Q3	Q4
6 months - 12 months	35	62	81	69
12 months - 18 months	50	44	26	46
18 months - 2 years	27	25	30	27
2 years+	58	74	69	66

Table 4 - Temporary Accommodation Purchase Programme – Stock Owned

Number of temporary accommodation units owned by Swale Borough Council	Q1	Q2	Q3	Q4	YTD 25/26
Total	50	53	55	55	55

Bedroom size

1 bed	7	7	7	7	7
2 bed	37	39	39	39	39
3 bed	6	7	9	9	9
4 bed	0	0	0	0	0

Area

Sittingbourne	39	42	44	44	44
Sheerness	10	10	10	10	10
Faversham	1	1	1	1	1

Property type

Bungalow	1	1	1	1	1
Flat	18	18	18	18	18
House	29	32	34	34	34
Maisonette	2	2	2	2	2

Table 5 - Housing Register – Household and Lets

	22/23	23/24	24/25	Q1 25	Q2 25	Q3 25	Q4 25
No. of households on Housing Register	1,433	1,730	1,816	1,884	2,021	2,046	2,069
No. of lets through housing register.	297	423	388	116	79	81	106

Table 6 - Affordable Homes Delivered

	22/23	23/24	24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Total 25/26
New Affordable Homes	208	289	228	35	28	53	81	197

- 2.4 Demand for Housing Options services has remained high during Q4, which has continued into this financial year. The reason for presentations remains consistent, with the top 3 reasons, which equate to 75% of cases continuing to be end of private sector tenancy, asked to leave by friends and family and domestic abuse.
- 2.5 The Housing Register demand is continuing to increase with limited lets becoming available.

Financial Monitoring

- 2.6 The 2025/26 financial year saw the outturn position for homelessness services as £367k overspend. The most significant contribution to this was the increase in households in TA from Q3 onwards and the associated costs of Nightly Let provision.

Affordable Housing Pipeline

- 2.7 There are currently 839 affordable homes in the pipeline where an RP has been identified, and the site is underway or due to be underway shortly. This is a mixture of s.106 homes and additional delivery.
- 2.8 There are currently 195 affordable homes secured through s.106 agreements but without an RP currently identified.
- 2.9 In addition the Council is developing 51 affordable homes at Cockleshell Walk.

Temporary Accommodation Audit and TA Policy

- 2.10 An audit of temporary accommodation was conducted in February 2026. Overall, it was found that the Council has **sound** controls in place to fulfil its statutory duty to provide temporary accommodation to homeless individuals, and to support those threatened with homelessness.
- 2.11 The Audit did pick up that the TA Policy should be reviewed annually and was last agreed by Committee in October 2024. A desktop review has been undertaken, and no amendments are currently suggested. It is therefore recommended that the policy be amended to have a formal review every 3 years and the policy is amended to reflect this. A copy of the existing policy is shown in Appendix I.

Temporary Accommodation Cost Action Plan

2.12 Due to the significant increase in households in TA over the past six months a thorough review has taken place of the HOIP and a revised TA Management Action Plan has been created for 2026/27. This is being monitored by EMT quarterly and a summary of actions will be included in this report.

2.13 The main objectives of the plan are as follows:

- Reduce TA cost pressure
- Increase supply and availability of council-owned TA
- Improve move-on and discharge from TA
- Stabilise rough sleeping and complex needs pathways
- Strengthen performance, compliance and resilience
- Align strategy, partners and delivery

2.14 A committee level action plan is included in Appendix II

Risks and Issues

2.15 The following have been identified as the current risks and issues:

- Demand for homelessness services across the country is still high and is anticipated to continue.
- Delivery of Affordable Housing remains an issue and is not at the scale and pace required to meet the historic demand or increasing current demand.
- RPs have scaled back delivery programmes due to viability and capacity within the sector.
- Renters Rights Act is predicting some landlords exiting the market.
- We are increasingly seeing demand for hospital discharge support and suitable accommodation.
- The reduction in grant funding over the next three years will likely see an impact on service provision, unless alternative funding or service improvement work realises further impacts.
- Affordability remains a significant concern for residents being able to access the private rented sector.

3 Proposals

3.1 To scrutinise the performance report and controls in place to manage the TA budget.

4 Alternative Options

4.1 None

5 Consultation Undertaken or Proposed

5.1 None.

6 Implications

Issue	Implications
Corporate Plan	Health & Housing - To aspire to be a borough where everyone has access to a decent home and improved health and wellbeing. Running the Council - Working within our resources to proactively engage with communities and outside bodies to deliver in a transparent and efficient way
Financial, Resource and Property	This report looks at the performance monitoring in relation to the TA budget.
Legal, Statutory and Procurement	Local housing authorities have a duty to secure accommodation for unintentionally homeless households in priority need under Part 7 of the Housing Act 1996 (as amended). Households might be placed in temporary accommodation pending the completion of inquiries into an application, or they might spend time waiting in temporary accommodation after an application is accepted until suitable secure accommodation becomes available.
Crime and Disorder	None at this stage.
Environment and Climate/Ecological Emergency	None at this stage.
Health and Wellbeing	None at this stage.
Safeguarding of Children, Young People and Vulnerable Adults	None at this stage.
Risk Management and Health and Safety	The TA budget has been identified as a corporate risk, due to demand on the service and the budgetary impacts.
Equality and Diversity	None identified at this stage.
Privacy and Data Protection	None identified at this stage.
Local Government Reorganisation	None identified at this stage.

7 Appendices

Appendix I – [TA Policy 2024](#)

Appendix II – TA Management Action Plan – Executive Summary

Committee Summary Action Plan

This summary action plan draws together the key priorities from the wider Temporary Accommodation Management Action Plan. It is intended to provide Committee with a clear overview of the main areas of focus, the outcomes being sought, current delivery status, and the issues requiring continued oversight.

Priority theme	Committee-level action	Expected outcome	Indicative timescale	Status
Reduce TA cost pressure	Progress county wide approach to TA, pricing and placement options to reduce reliance on nightly-paid accommodation and improve cost control.	Reduced exposure to high-cost placements, clearer provider standards, and improved budget forecasting.	Q2–Q3 2026/27	Amber
Increase supply and availability of council-owned TA	Improve mobilisation, void turnaround and governance for council-owned TA, including evaluation of current programme and determine if future scheme is viable including staffing implications.	More homes available for placement, reduced void time, and an evidence-based decision on future delivery model.	July 2026 onwards	Amber/Green
Improve move-on and discharge from TA	Strengthen allocations practice, establish a focused TA move-on task force, and improve use of PRS, LIS and final accommodation offer routes.	Reduced length of stay, improved throughput, and increased successful move-on from TA.	Q1–Q3 2026/27	Amber/ Green
Stabilise rough sleeping and	Complete contract reviews, Housing First transition arrangements, complex case	Clearer pathway provision, reduced support gaps, and	Q1–Q2 2026/27	Green

complex needs pathways	pathway design, and shelter/day provision options.	improved outcomes for households with complex needs.		
Strengthen performance, compliance and resilience	Embed a performance culture through agreed KPIs, forecasting, statutory review improvement, training, quality assurance and workforce wellbeing arrangements.	Improved statutory compliance, better management information, clearer accountability and more resilient service delivery.	Q1–Q2 2026/27 and ongoing	Green
Align strategy, partners and delivery	Refresh the Housing, Homelessness and Rough Sleeping Strategy and strengthen strategic relationships with Registered Providers and key partners.	Clear strategic direction, improved social housing pipeline management, and stronger alignment with funding and outcome requirements.	Q2–Q3 2026/27	Green

8 Background Papers

8.1 There are no background papers.