TAN network LGIU Webinar

10th June 2026
14.00 – 15.00

Andrew Leigh, Director of Housing
Liverpool City Council

Liverpool Context

The service had been under-resourced since the pandemic, becoming overwhelmed by unsustainable levels of demand. This had created a reactive, crisis-driven response with a poor customer experience.

- **Increasing Demand:** Liverpool is experiencing and unprecedented demand on its Housing Options Service. This has in part been due to an increase in no fault evictions, family and friends no longer being able to accommodate and affordability concerns as rents increase.
- **Vulnerable Groups:** Certain groups are at higher risk of homelessness, including care leavers, ex-offenders, women experiencing domestic abuse, and people with mental health issues
- **Temporary Accommodation:** The use of bed and breakfast and other nightly paid accommodations is high, leading to significant costs and negative impacts on families
- **Housing Supply:** There is a strain on housing supply in Liverpool, with a significant gap between properties at the lower end of the housing market and Local Housing Allowance rates. There is limited access to quality private rented sector accommodation at affordable rates.
- **Reactive Management**: The council's Housing Options Service was working in a reactive manner due to being under resourced. It was unable to proactively work on prevention or to support effective move on in its current form.
- **Poor Data & Information Systems:** Poor data management and information collection had prevented the service from being able make data driven strategic decisions or to understand or predict demand on the service

3-year Programme Vision

To make homelessness rare, brief, and non-recurring in Liverpool

Increases in demand have driven the cost of homelessness in the City Council to over 80 times that of pre-pandemic levels. This is an essential service, but it is unsustainable at current levels.

The Homelessness Programme seeks to put in place wide changes to help mitigate against the increasing demand for support with homelessness and the rising costs of placing people in temporary accommodation within the City.

By taking a preventative approach to homelessness, we will tackle the challenges and risks that ultimately lead to crisis situations earlier. This will include help with finances, family breakdowns, tenancy support etc.

We are also reviewing the way in which access to our services works, and how we can quickly assess the needs of those who present themselves to us as homeless, or at risk, and provide the right support, advice and guidance.

Despite our efforts to prevent homelessness, when an individual or a family comes to us in crisis, we will ensure we have the right cost-effective emergency provision and then the support and guidance necessary to provide permanent accommodation where needed so that people and families do not experience multiple episodes of homelessness and sustain positive outcomes and move on plans for the future.

Focus on preventing homelessness and effectively, and compliantly supporting those in crisis

Reduce the need for and cost of Temporary Accommodation, with a specific focus on B&B spend

Secure positive outcomes and move on plans for those who need it

Homelessness Programme on a page

Context

Increases in demand have driven the cost of homelessness in the City Council to over 80 times that of pre-pandemic levels. This is an essential service, but it is unsustainable at current levels.

Rationale & Vision: The Homelessness Programme is a three-year transformation that seeks to put in place wider changes to help mitigate against the increasing demand for support with homelessness, the rising costs of placing people in temporary accommodation within the City and Secure positive outcomes and move on plans for those who need them. With a vision

"To make homelessness rare, brief, and non-recurring in Liverpool"

Inputs

Investment:

- Investment in Housing Options Team capacity
- Investment in Housing Solutions Hub
- Investment in new ICT system

Resources to Deliver Change:

- Dedicated programme resources
- Internal SMEs to support redesign
- External SME's to bolster internal capacity & provide specialities

Enablers/Dependencies:

- HR, Legal, Procurement, Finance, ICT, LOD support.
- Performance & BI capacity to define baselines, forecast. demand and measure impact.
- Comms & Engagement.
- Engagement from partners -External Duty to refer partners Health, Housing HDRC etc.
- Improved case management and data systems.

Activities

- **Front Door:** Redesigned front door
- **Supply and Contracting:** Procurement of Temporary and long-term accommodation to discharge into PRS
- **Direct Matching**: Increase direct matching through Property Pool
- **Development of F2F Offer:** To provide F2F appointments
- **Housing Options Service Restructure & Rebranding:** Restructure team roles, processes, and quality oversight in alignment with the new Target Operating Model
- **Creation & Refresh of polices** to reflect the direction of the service
- **New ICT system for Housing Solution:** With improved functionality, data capture and to provide one version of the truth
- **TA charging:** Introduction of charging for TA

Short-term outcomes (0 to 12 months)

- **Reduced reliance on spot and emergency placements** through effective procurement, contract and demand management
- **Increased early intervention and Prevention**, decreasing demand for TA
- **Housing Solutions restructure and rebranding** with clearer roles, responsibilities and embedded Target Operating Model
- **Robust suite of polices** to provide strategic direction
- **F2F Offer** Dedicated Housing Solutions Hub to provide F2F appointments
- **Improved Pathways** for those who are facing becoming homeless or become homeless
- **New Front Door** with new online referral form and refreshed website

Medium-term outcomes (12 to 24 months)

Quality / Outcomes:

- No children in B&B over 42 days
- Suitable TA placements for those we have a duty to
- Reduction in the time spent in TA

Financial:

- Fewer placements in expensive TA
- Increased move on
- Increased early intervention and prevention
- Reduction of number of people in TA
- Reduction in nightly cost of placement
- Introduction of charging for TA to increase financial sustainability

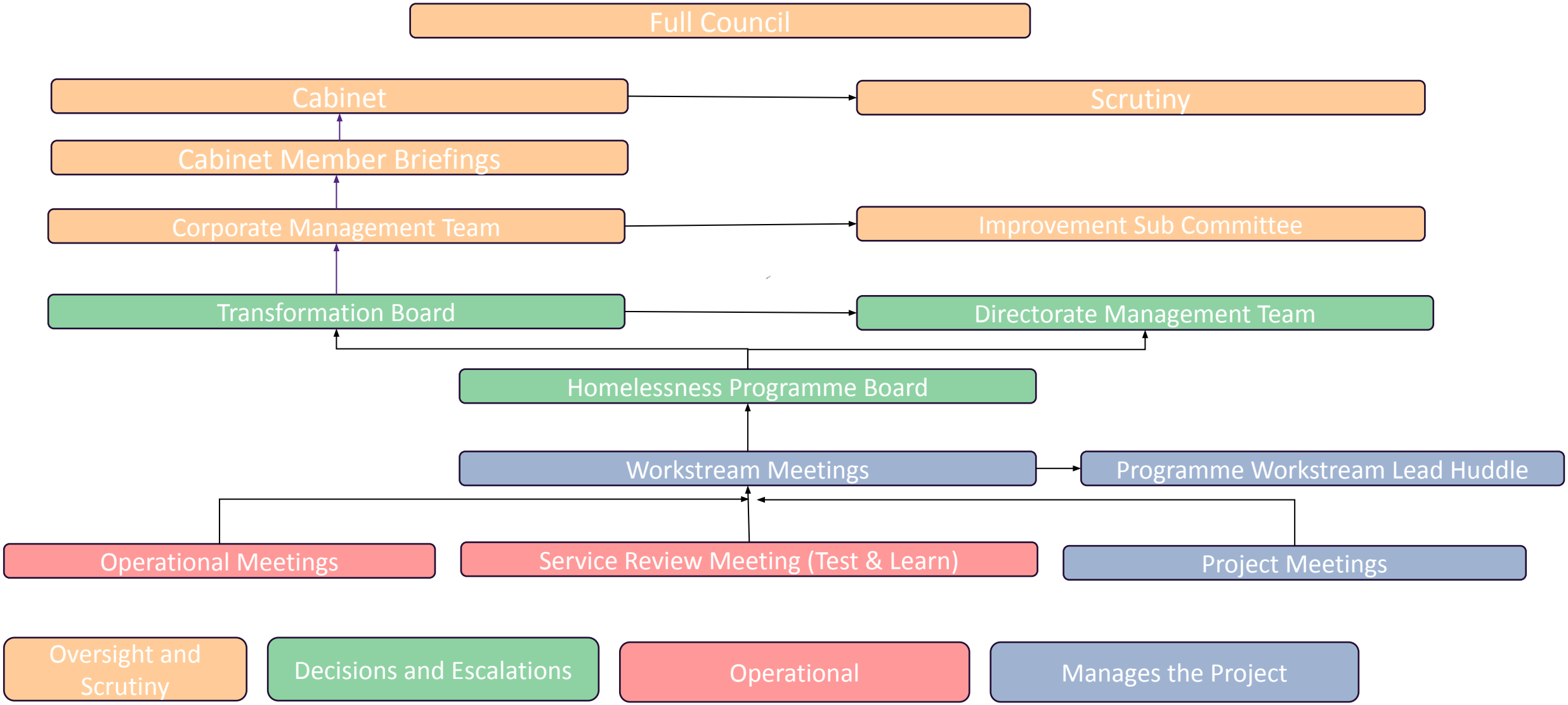
Performance:

- Improved quality and visibility of data to facilitate strategic decision-making
- Enhanced tracking and assessment of housing outcomes through the integration of PMF to ensure effective resource allocation and service delivery

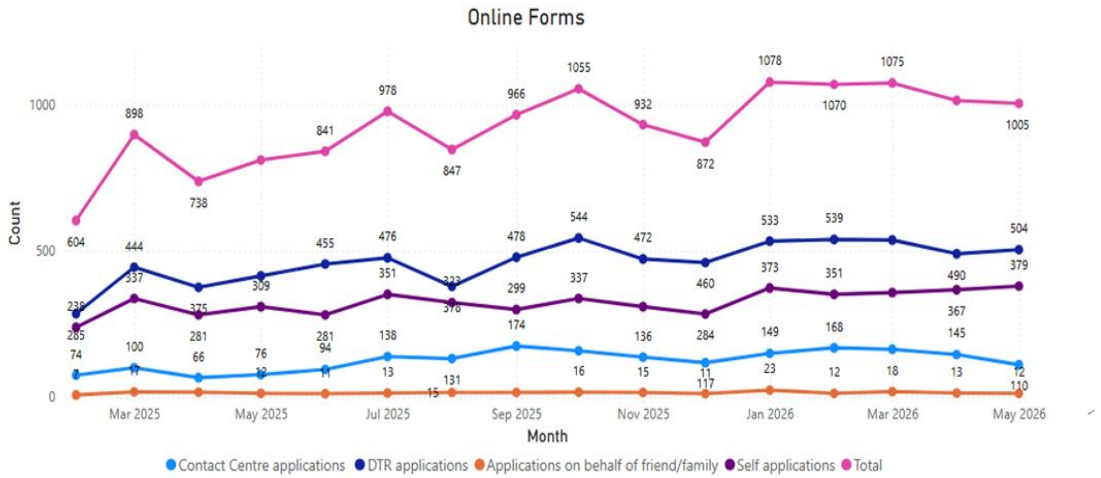
Impacts (By 2028)

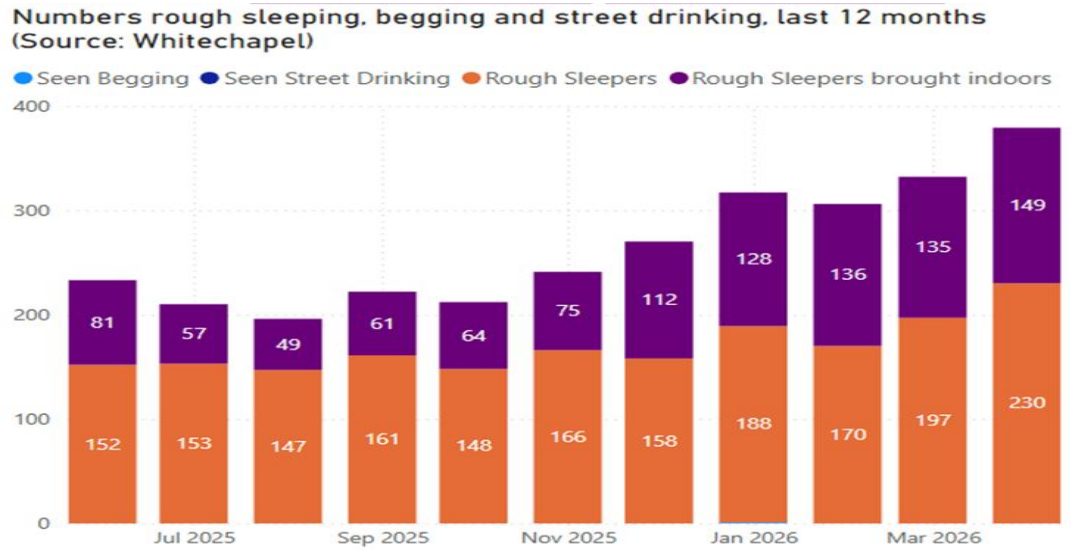
- **Suitable & safe TA placements for those who we have a duty to place**
- **Reduced spend through stronger early intervention, reduced TA placements and timely move on**
- **A sustainable, preventative Housing Solutions service with lower demand and better outcomes**
- **Preventing homelessness effectively, and compliantly supporting those in crisis**
- **Improved ability to plan, commission and deliver services that meet statutory duties and drive better performance and accountability.**

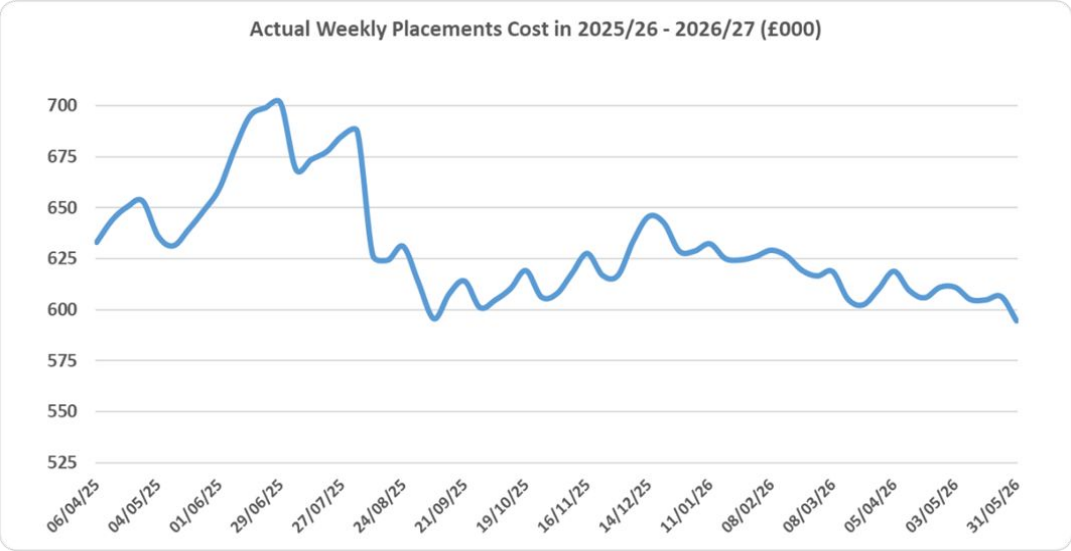
Homelessness Governance Structure

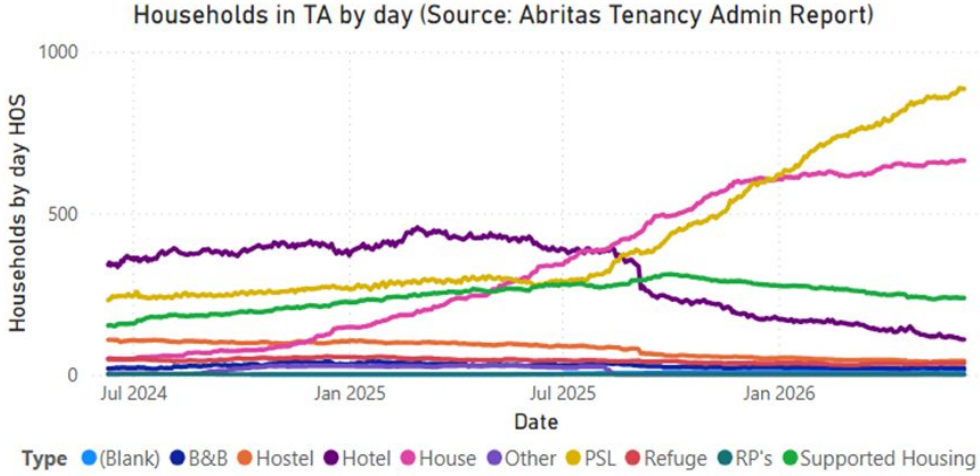


Homelessness - Liverpool

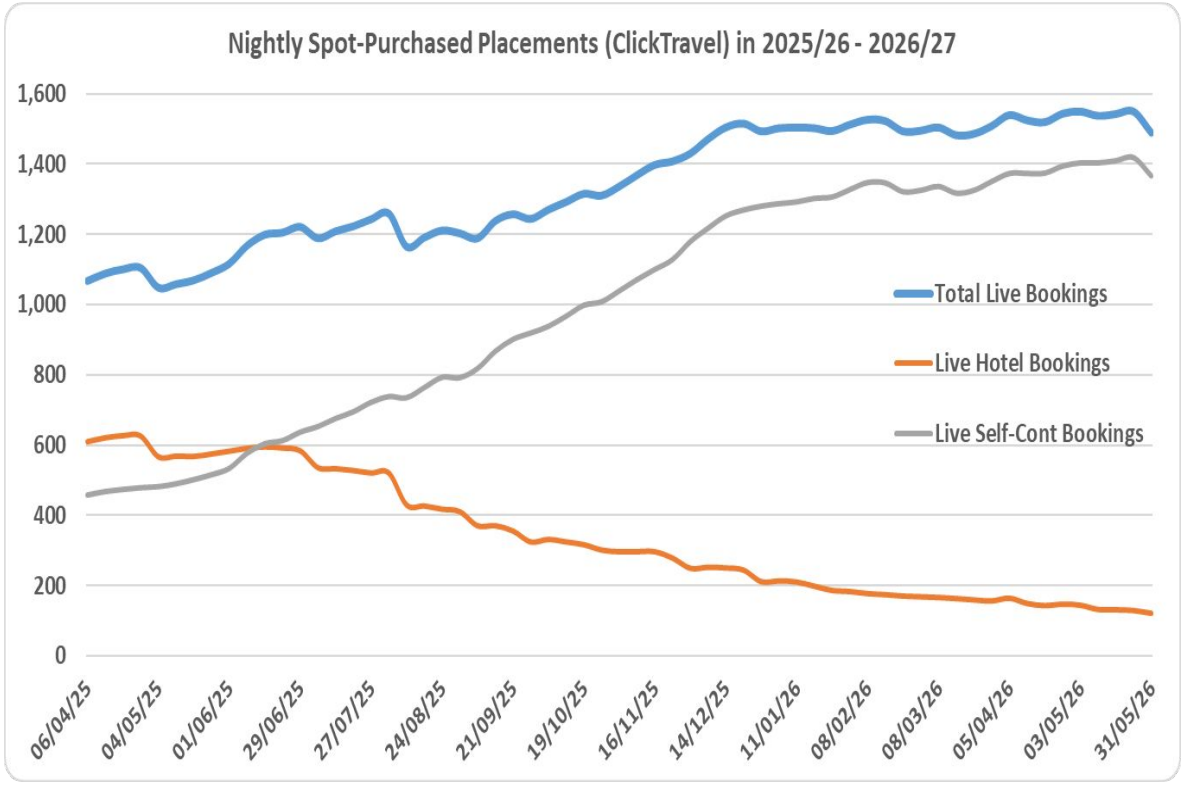


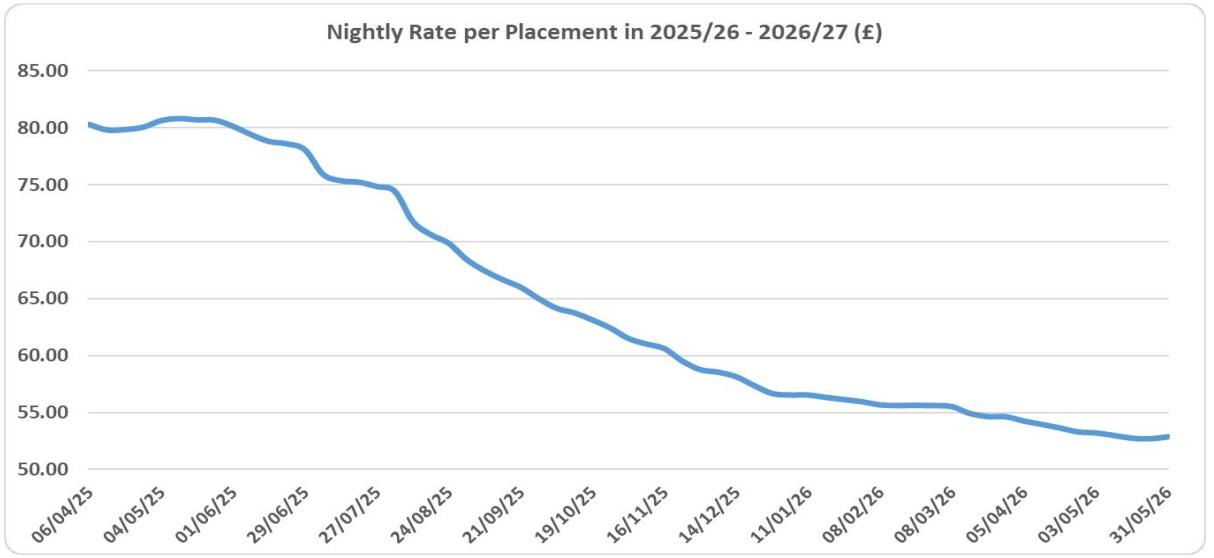


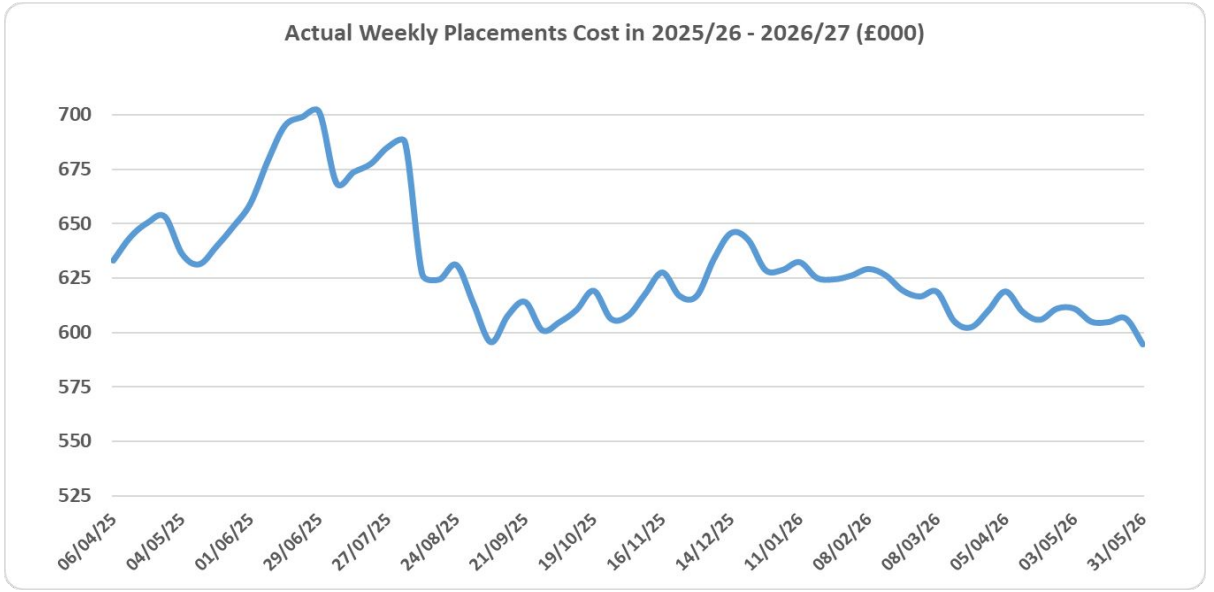




Weekly Demand, Rate & Cost Summary (Click Travel)







Households with children in B&B

Homelessness Performance Framework: Households with children > 6 weeks

Liverpool City Council

Households with children in B&B and hotels, over 6 weeks (manually calculated)	Households in B&B and hotels between 4 & 6 weeks
0	0

Table above details all households currently placed in B&B or hotel accommodation between 4 and 6 weeks

Financial Modelling

Savings Requirement			
	FY26/27	FY27/28	FY28/29
Direct Matching	(12,842)	(16,953)	(17,247)
Prevention	(5,227)	(5,651)	(5,749)
Camden Place	(687)	(668)	(680)
Total Identified Savings Opportunities	***(18,756)***	***(23,271)***	***(23,676)***
Savings Stretch	(2,000)	(2,000)	(2,000)
Total Savings Requirement	**(20,756)**	**(25,271)**	**(25,676)**

Three key operational interventions deliver the 90% of the savings requirement in 2026/27: the drivers of these savings will be closely monitored to enable adverse movements to be rapidly addressed.

Additional interventions (in particular the use of PRS for both Temporary Accommodation and the subsequent discharge of housing duty) are in the process of being developed with the expectation of further significant financial benefit to the Council from 2026/27 onwards.

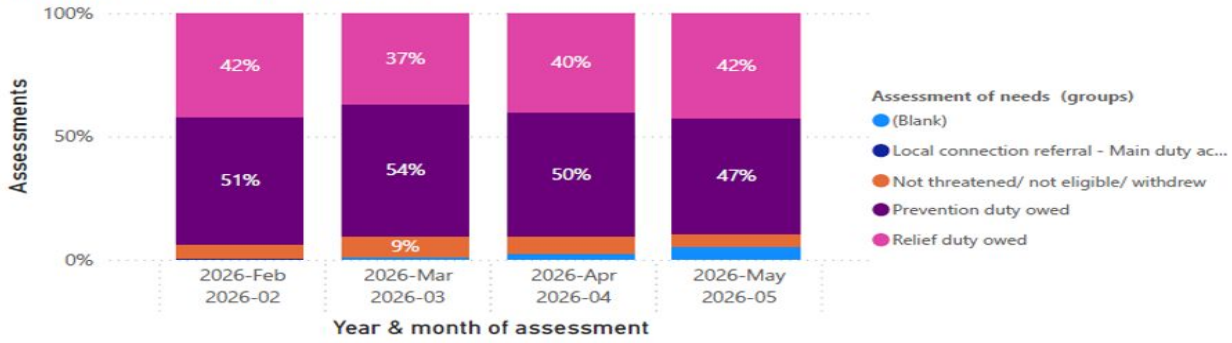
Assessment Outcomes

Assessment Outcomes

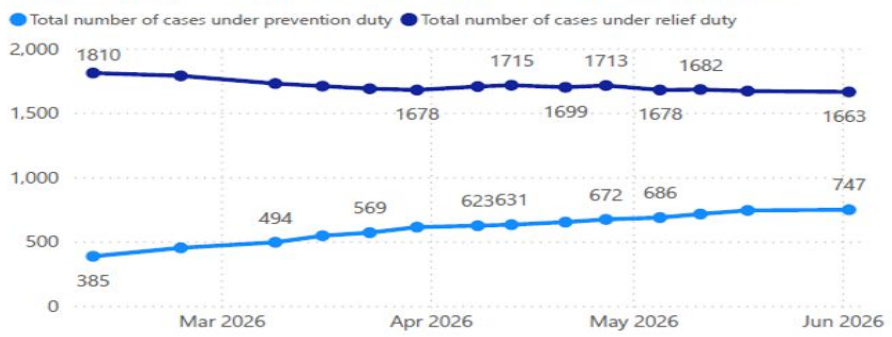
Liverpool City Council

Week assessment commenced	(Blank)	Local connection referral - Main duty accepted	Not threatened/ not eligible/ withdrew	Prevention duty owed	Relief duty owed	Total
⊟ 2026	36	1	112	831	645	1625
⊞ February	1	1	19	171	134	326
⊞ March	5		53	299	207	564
⊞ April	11		25	204	162	402
⊟ May	19		15	157	142	333
⊞ 4	2		1	36	38	77
⊞ 11	6		3	56	32	97
⊞ 18	3		8	33	44	88
⊞ 25	8		3	32	28	71
Total	36	1	112	831	645	1625

Monthly Assessment Outcomes



Monitoring prevention and relief numbers - weekly snapshot



Date data refreshed
02 June 2026

Prevention Duty Outcomes

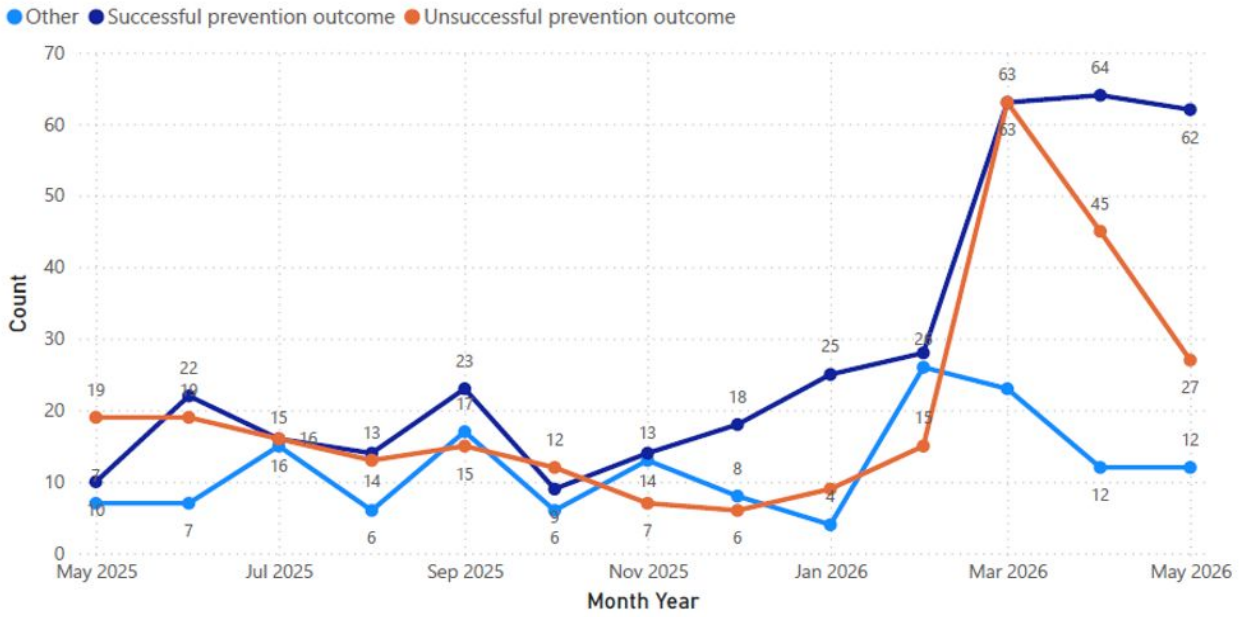
Prevention Duty Outcomes

Liverpool City Council

Table and chart below detail cases with a recorded prevention duty end date and 'reason prevention duty ended'. Successful prevention outcomes are those recorded as :

- 56 days or more expired and no action
- Secured alternative accommodation for 6 months
- Secured alternative accommodation for 12 months or more
- Secured existing accommodation for 6 months
- Secured existing accommodation for 12 months or more

Year	Other	Successful prevention outcome	Unsuccessful prevention outcome	Total
⊟ **2025**	**79**	**126**	**107**	**312**
May	7	10	19	**36**
June	7	22	19	**48**
July	15	16	16	**47**
August	6	14	13	**33**
September	17	23	15	**55**
October	6	9	12	**27**
November	13	14	7	**34**
December	8	18	6	**32**
⊟ **2026**	**77**	**242**	**159**	**478**
January	4	25	9	**38**
February	26	28	15	**69**
March	23	63	63	**149**
April	12	64	45	**121**
May	12	62	27	**101**
Total	**156**	**368**	**266**	**790**



Date data refreshed
02 June 2026

Direct Matching

RP	Total Properties (DM)	Returned (no match)	In Progress	Total HS Matched	HS Matched of which			CBL Adverts	Total Properties (CBL+DM) excluding returned	% Referred for DM
					Nomination Made	Matched Approved	Let			
	106	27	7	72	16	13	43	33	112	95%
	65	9	3	53	7	24	22	78	134	49%
	11			11	5		6	9	20	55%
	78	18	3	57	14	5	38	66	126	62%
	9		3	6	4	2		6	15	60%
	21	14		7	1		6	26	33	64%
	70	11		59	13	19	27	99	158	44%
	8	3	2	3	2	1		52	57	14%
	14	4		10	4		6	14	24	58%
	194	35	6	153	8	33	112	225	384	51%
	28	3		25	18	5	2	41	66	42%
Total	**604**	**124**	**24**	**456**	**92**	**102**	**262**	**649**	**1129**	**53%**

Support Contract – Camden Place

- YMCA have taken a 5-year lease to use Camden Place which has the capacity to house 49 homeless people with a support contract commissioned by LCC.
- Contract will provide the support to ensure a pathway out of homelessness is secured.
- Why have the contract? -to relieve pressure in the system, ensure those in expensive (£100 plus) are placed in more suitable and cost-effective accommodation with support and monitor and track positive move on outcomes.

Temporary Accommodation PRS

- This award will allow for the continuation of placement for homeless households ensuring they are in safe and appropriate accommodation.
- 50% of TA will be converted into PRS at LHA +/- 10%.
- Discharge of duty into the PRS.
- The focus of the award is to ensure that expensive and inappropriate hotel and bed and breakfast placements continue to reduce and that appropriate self-contained accommodation is available to prevent families from entering unsuitable accommodation.

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