Housing Support Programme
Strategy

#EndingHomelessness #HousingMattersWales
#HousingSupport #PreventionPreventionPrevention

2022
-
2026

Grant Cymorth Tai
Housing Support Grant

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Contents

1. Introduction

This Strategy outlines Flintshire's strategic approach to housing support and homelessness prevention and satisfies the statutory requirements for the Local Authority to have a Homelessness Strategy under Part 2 of the Housing (Wales) Act 2014.

The Strategy has taken into account the Welsh Government's vision and aims for the prevention of homelessness and the transformational shift needed to move to a rapid rehousing approach, and has been informed by the Welsh Government Housing Support Practice Guidance for Local Authorities from April 2020 (updated in March 2021).

The Strategy is ambitious and looks to build on the significant positives that have been achieved since March 2020 when the Covid health pandemic hit the UK and Welsh Government instructed all Councils to adopt the "Everyone In" approach to safeguard homeless people and those at risk of rough sleeping.

With more people in temporary housing and being supported to exit homelessness we know that we have done well to help people who have experienced homelessness during the Covid pandemic. As we now focus on the recovery from the pandemic, we know we must do more to tackle the causes of homelessness and remove barriers to people being able to move into long term safe and settled housing at a time when the housing market is changing, and demand for affordable housing is increasing.

This Strategy demonstrates that ending homelessness is much more than just building more homes, but does acknowledge that the supply of high quality affordable housing is a key strand within all of our ambitions to end homelessness in Flintshire. Other key elements include a clear focus on partnership working, earlier interventions to reduce housing support needs and risk of homelessness, and the development of a wide range of prevention activities including high quality housing related support services.

Preventing homelessness is not exclusively the Housing Support & Homeless Prevention Services responsibility; it is a shared issue and very much "everyone's business". This Strategy provides a very clear vision of ending homelessness and overcoming housing problems, for all partners working to improve the lives of the people of Flintshire. By working together we can all achieve more.

The Strategy also focusses on the wellbeing of our workforce and the important services that our staff deliver for the people of Flintshire. The last 2 years have been incredibly tough for all the people of Flintshire and this includes staff who have worked under immense pressure due to Covid. We respect and value all of our colleagues and will invest in them so they feel valued and energised to deliver on our ambition of ending homelessness and overcoming housing problems in Flintshire.

1a. Purpose of the Strategy

Flintshire's Housing Support Programme Strategy sets out the strategic direction of Flintshire County Council in regards to homelessness prevention and housing related support services for the next four years (2022-2026). We will complete a mid-point review in 2 years (2024) and refresh our action plan in response to what we acknowledge is a challenging and changing landscape as we exit the Covid pandemic.

This Strategy sets out the key priorities for the local authority and our partners when looking at our efforts to end homelessness and overcome housing problems, and has been developed on the back of a comprehensive needs assessment process. We have also engaged with a wide range of stakeholders and service users to ensure that the Strategy meets the needs of the people we serve and is informed by the views and intelligence of the partners we work with.

This Strategy satisfies the existing statutory requirement for the local authority to have a homeless strategy as required under Part 2 of the Housing (Wales) Act 2014.

Flintshire County Council had previously adopted the North Wales Homelessness Strategy 2018-2022, but we are now delivering our own Housing Support Programme Strategy. Our commitment to regional working remains strong and we have reviewed the North Wales Homelessness Strategy 2018-2022 and elements of that Strategy have been incorporated into this Strategy.

1b. Legislation & Policy Context

The Well-being of Future Generations (Wales) Act 2015

The seven goals set out in the Well-being of Future Generations Act (Wales) 2015 has informed the development of the Housing Support Programme Strategy, by ensuring that we consider how we work better with people, communities and other organisations, as well as looking at how we prevent problems and take a more joined-up approach in the delivery of the strategy.

A prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing high quality employment.

A resilient Wales

A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

A Wales of cohesive communities

Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh language

A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

National Context

The strategy satisfies the existing statutory requirements in the Housing (Wales) Act 2014. In developing it, the Local Authority has reviewed the Housing and Homelessness Strategy, incorporating the relevant aims and priorities. Flintshire County Council's Housing Support Programme Strategy, is underpinned by the following national legislation and policy:

- **Housing (Wales) Act 2014**
  This Act sets to improve the supply, quality and standards of housing in Wales and includes a strengthened duty on local authorities to prevent homelessness. The Housing Support Grant makes a significant contribution to the implementation of Part 2 of this Act. Part 2 is focused on homeless prevention. It also reduces or prevents the need for, often more costly intervention to other public services.

- **Well-being of Future Generations (Wales) Act 2015**
  This Act aims to improve the social, economic, environmental and cultural wellbeing of Wales, by placing the sustainable development principle at the heart of all decision making. One key element of the sustainable development principle is a focus on prevention, which aligns closely with the central aims of the Housing Support Grant.

- **Social Services and Well-Being (Wales) Act 2014**
  Aims to improve the wellbeing of people who need care and support, and carers who need support.
  Part 9 of the Social Services and Well-being (Wales) Act 2014 ("the Act") requires local authorities to make arrangements to promote co-operation with their relevant partners and others, in relation to adults with needs for care and support, carers and children. It places a duty on relevant partners to co-operate with, and provide information to, the local authorities for the purpose of their social services functions.

- **Ending Homelessness: a high level Action Plan 2021 to 2026**
  The Action Plan aims to direct activity at a high level, for the work required by the Welsh Government and its partners to end homelessness in Wales.

- **The Mental Health Act 2014**
  The Mental Health Act came into effect on 1 July 2014. It sets out a framework intended to promote recovery-oriented practice, minimise compulsory treatment and protect and support the rights of people living with mental illness.

- **Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015**
  This Act aims to improve the response within the public sector in Wales to all forms of violence against women, domestic abuse and sexual violence. The Act places a responsibility on public bodies to improve arrangements to promote awareness of, prevent, protect and support victims of gender-based violence, domestic abuse, sexual violence and modern slavery.

- **Housing Support Grant Practice Guidance 2020**
  The Housing Support Grant Guidance was published in April 2020. HSG (Housing Support Grant) is an amalgamation of three existing grants; Supporting People Programme, Homeless Prevention Grant and Rent Smart Wales Enforcement Grant. The grant is distributed to local authorities to deliver, administer and to commission services to meet the vision and core purpose of the grant.

HSG is an early intervention grant programme to support activity, which prevents people from becoming homeless, stabilises their housing situation, or helps potentially homeless people to find and keep accommodation.

HSG supports vulnerable people to address the sometimes multiple problems they face, such as; debt, employment, tenancy management, substance misuse, violence against women, domestic abuse, sexual violence and mental health issues.

National Context

- **Equalities Act (Wales) 2010**
  This Act requires all pubic bodies including the council to tackle discrimination, advance equality of opportunity and promote good relations. An equality impact assessment was undertaken to identify any potential inequalities arising from the development and delivery of this plan.

- **Allocation of Housing and Homelessness (Eligibility) (Wales) Regulations 2014**
  These Regulations make provision for which persons from abroad will be eligible or ineligible for an allocation of housing accommodation under Part 6 of the Housing Act 1996 ("the Act") and for housing assistance under Part 7 of the Act.

- **Welsh Government's Code of Guidance for Local Authorities on the Allocation of Accommodation and Homelessness, 2016**

  This Code is Guidance issued by the Welsh Ministers. Local Authorities must have regard to this Code when exercising their functions in connection with allocations and homelessness. The Code comes in two parts. Part 1 relates to the allocation of accommodation in accordance with Part 6 of the Housing Act 1996 and, although updated to reflect changes in the law and relevant case law, largely follows the same format as the 2012 edition of the Code.

  Part 2 of the Code covers Part 2 of the Housing (Wales) 2014 Act, which amends and consolidates all previous homelessness legislation. It explains the new legislation, and places it in the context of current Welsh Government policy.

- **National Pathway for Homelessness Services to Children, Young People and Adults in the Secure Estate**
  This document sets out the pathway for meeting the housing needs of children, young people and adults held in custody and who will be resettling in wales.

- **Preventing Homelessness and Promoting Independence: A Positive Pathway to Adulthood**
  A Positive Pathway to Adulthood Supporting young people on their journey to economic independence and success through housing advice, options and homelessness prevention.

- **The Homelessness (Suitability of Accommodation) (Wales) Order 2015**
  Part 1 specifies additional matters which authorities must take into account. Part 2 specifies when B&B and shared accommodation are not suitable to be used for temporary accommodation. Part 3 specifies suitability of private rented sector accommodation for ending the section 75 duty to homeless applicants

- **Renting Homes (Wales) Act 2016**
  This Act will make it simpler and easier to rent a home, replacing various and complex pieces of existing legislation with one clear legal framework.

  People who find themselves in difficult circumstances will also benefit from the Act. It will help to prevent homelessness situations where a joint tenant leaves the tenancy, thereby ending the tenancy for everyone else. Inequalities in how someone can succeed to a tenancy are also addressed, with a new succession right for carers created.

- **Welsh Language (Wales) Measure 2011, and the Welsh Language Standards Regulations**
  The Welsh Language (Wales) Measure 2011 places the Welsh language on the same equal legal status with English and must not be treated less favourably.

Local/Regional Context

At a local level, this strategy contributes to the following areas of work:

- Flintshire County Councils Plan 2021 - 2023
- Flintshire Housing Strategy and Action Plan 2019-2024
- Flintshire's Prospectus 2021
- Flintshire Local Housing Market Assessment update 2018 (was clarified in the February 2020 addendum version).
- A Well-being Plan for Flintshire 2017 - 2023

1c. Vision and Principles

In working to deliver our vision of ending homelessness and overcoming housing problems in Flintshire, we have adopted a number of core principles that will help us and our partners to achieve our shared goals and enable the delivery of this strategy and action plan. These principles are:-

"Ending homelessness, overcoming housing problems and delivering person centred support that meets the needs of people in Flintshire, through partnership working and early intervention"

- We will ensure that all Council services are committed to ending homelessness in Flintshire.
- We will work with partners to prevent homelessness, and where it cannot be prevented we will ensure it is rare, brief and unrepeated.
- We will support the people of Flintshire to live healthy and independent lives within safe homes and resilient communities.
- We will deliver quality support services that are person centred and are informed through service user involvement.
- We will promote honesty, respect and dignity between the people who deliver our services and the people who benefit from our services.
- We will celebrate the successes of our services and invest in our workforce to deliver the highest levels of support.
- We will work with partners across the North Wales region on shared challenges and where opportunities for collaboration arise.

2. Needs Assessment

2a. Needs Assessment Process

A range of engagement techniques were used to gather and analyse data to determine Flintshire's Needs Assessment. This included consultation with a wide range of stakeholders including service users who use / or have used homelessness services and/or delivery partners including Third Sector Organisations. This was also supported by statistics and data from Flintshire's Statutory Homelessness Service and the Housing Support Grant Gateway.

Key sources of information used to inform the Needs Assessment are listed below:
- Population Needs Assessment
- Flintshire County Councils Prospectus 2021
- Local Authority Well-being Assessment
- Homelessness statistics and other housing data such as waiting lists
- Welsh index of multiple deprivation
- Feedback from service users
- Regional VAWDASV needs assessments
- Any relevant research/national publication
- Outcomes data
- Needs Data from Housing Support Gateway
- Unmet needs data over the last 12 months from providers, homelessness reviews

2b. Key Findings & Conclusions

There is an imbalance between single person accommodation and the numbers of single people presenting as homeless and staying in temporary accommodation for significant periods of time. To address the issue, Flintshire has begun working to the Rapid Rehousing Model which will offer varied support levels to ensure households presenting get the correct support when it is needed.

Single homeless people under 35, people with mental health support needs and people with criminal offending issues represent a high proportion of presentations to the homelessness team.   Support needs are more complex with mental health, criminal offending and domestic abuse increasing.

Homelessness is not just about housing and many of the people who experience housing issues and homelessness often have complex support needs. We intend to Improve pathways for support and ensure there is a multi-agency working approach to dealing with complex needs. This will also ensure people can access all services in a timely manner.

Access to Private Rented Sector (PRS), limited social housing, increasing demand and lengthier waiting times mean that supporting people to access the private rental sector is more important than ever. Having dedicated officers working with landlords, letting agencies and prospective private renters will work to remove barriers to securing a privately rented home in Flintshire.

Recruitment issues were identified such as short term contracts, staff wellbeing and pay scales. It is important to be able to retain staff with good terms and conditions across all commissioned projects, whilst ensuring training in all areas is provided and staff are supporting individuals using a Trauma informed / multi agency approach.

Re-commissioning of all Housing Support Grant projects to ensure they meet the needs of the people accessing the services.

[Statement of Need](#)

[Prospectus](#)

3. Strategic Priorities

Flintshire County Council and its partners have agreed the following strategic priorities for the delivery of the Housing Support Programme Strategy. These priorities have been developed in response to intelligence gathered through the needs assessment process and following stakeholder and service user engagement. The priorities also align with wider corporate and Welsh Government policy and guidance.

Priority 1 – Adopting Early Intervention and Targeted Prevention Activities

Welsh Government's ongoing commitment to tackling housing problems through the Housing Support Grant is welcomed and enables us to offer more intensive support, targeted at people at risk of homelessness and at those who are struggling to live independently. There also needs to be a continued commitment from all public services and third sector groups working in Flintshire to deliver services that enable people to have a good quality of life and reduce poverty and hardship, as this will further reduce risks related to housing problems and prevent more people experiencing homelessness.

We know that the earliest interventions are the most cost effective and can have the most significant impact. We will strengthen systems for identifying people with housing problems and those who are at risk of homelessness earlier. We will ensure targeted support is put in place at the earliest opportunity. We know that certain groups of people are at greater risk of homelessness and we shall ensure the Council and our partners have appropriate pathways and protocols to demonstrate joint working and support for people at greater risk of housing hardship and homelessness.

Priority 2 – Strengthening Person Centred Approaches and Responding to Complex Needs

Many of the people we work with experience significant challenges around their personal well being and struggle due to unmet needs in their daily lives. These needs can be significant, complex and they often don't happen in isolation. Whilst housing support related services can support people to overcome many issues, there is a need for more effective partnership working and clearer pathways for support when dealing with some areas of people's lives. This can include, but is not be limited to; offending behaviours, substance misuse, learning disabilities, mental health, history of exploitation or domestic abuse.

We know that homelessness is rarely just about housing, and many of the people who experience housing hardship and homelessness often have complex support needs. We will improve pathways for support and ensure multi-agency working is at the heart of our approach to dealing with complex needs. We will listen to the people who need and use our services, and we will use their feedback to ensure our services are fit for purpose and meet the needs of the people of Flintshire.

Priority 3 – Developing the TrACE Agenda

There is a need for a more professions and organisations to be aware of the impact of trauma on the people we support and the significant and negative impact that adverse childhood experiences (ACEs) can have on our residents. All services and staff need to consider their role in preventing, mitigating and tackling ACEs, to ensure an integrated and innovative approach to health and wellbeing generally, that supports prevention work and early intervention. As such we want to support services to better understand this field of work and ensure services are helped to develop their approaches to the TrACE Agenda and that we commission high quality services that are trauma informed and ACE aware.

We know that housing problems and homelessness can be incredibly traumatic for people. We also know that many people in Flintshire will have experienced adverse childhood experiences (ACEs). We will work with our partners to ensure our support services are trauma informed and ACE aware and we will all learn from those services who are already delivering best practice in this area of work.

3. Strategic Priorities

Priority 4 – Supporting Workforce Development and Resilience

It is important there is an acknowledgement that responding to the current and future demand for housing support and homelessness services in Flintshire is a significant challenge. Investing in the people who deliver these critical services will be important to ensure the workforce is skilled, resilient and ready for the challenges ahead. A range of training, development and support across all service providers, along with attractive terms and conditions will ensure the sector can retain and attract an appropriately skilled workforce.

We know that our workforce are our greatest asset and we will support them to deliver the highest standards of housing related support and homeless prevention services. We will all work positively and creatively towards ending homelessness and overcoming housing problems in Flintshire and will support and respect each other along the way.

Priority 5 – Reviewing and improving Flintshire's Housing Offer

Housing alone is not the solution to ending homelessness; but it is a key component. With ambitious plans to build more affordable housing, we will focus on providing more homes for the people of Flintshire. We also need to improve access to our local Private Rented Sector at a time when the local market is changing post Covid. People who use our services tell us they want to see more supported housing that not only provides excellent support services but also offers high quality accommodation for vulnerable people. Over time and with good access to other housing options, our reliance on temporary and emergency housing will reduce.

We know that ending homelessness is not just about building more housing, and we must make the best use of the wide range of housing we presently have in Flintshire. We will do this whilst also delivering ambitious build programmes to increase the supply of high quality affordable housing. We must ensure we can meet the diverse housing and accommodation needs of the local population.

Priority 6 – Moving towards a "Rapid Rehousing" approach

Rapid rehousing looks to provide people experiencing homeless with settled, secure, self-contained housing as quickly as possible before addressing their support needs. There is no requirement for people to be assessed before going into accommodation. The development of a "Transition Plan" will inform the approach that see's Flintshire statutory and support services move towards rapid rehousing as the default position for the prevention and relief of homeless. The Transition Plan will provide a road map for this journey and ensure all Flintshire services embrace the opportunities for change in our approaches, whilst also building on current positive practices.

We know that the move to a Rapid Rehousing approach will take time, but we are committed to embracing this challenge and are focused on ensuring homelessness is rare, brief and non-repeated. We will develop and adopt our Rapid Rehousing Transition Plan with our partners support and ensure that the views of people who experience homelessness are placed at the heart of this process of change.

The actions needed to help us deliver on our local priorities and timelines for completion are outlined within our Housing Support Programme Action Plan which is attached as Appendix A.

4.Stakeholder Engagement

Internal and external partners and services were consulted with the process of developing the strategy, consultation has been undertaken in line with the duties set out in the Future Generations (Wales) Act 2015 and the five ways of working.

4a. Stakeholders Engaged with
The following sources of engagement have been used:
• North Wales HSG Service User questionnaire accessed via:
  https://www.conwy.gov.uk/sep/snap/hsgstrategy/user/en/
  https://www.conwy.gov.uk/sep/snap/hsgstrategy/user/cy/

• North Wales HSG Provider questionnaire accessed via:
  https://www.conwy.gov.uk/sep/snap/hsgstrategy/provider/en/
  https://www.conwy.gov.uk/sep/snap/hsgstrategy/provider/cy/

4b. Stakeholder Feedback
Providers
A regional Provider questionnaire was sent out by each of the North Wales authorities and the Regional Development Co-ordinator compiled the responses for each authority. A copy of the findings is attached below.

The main themes coming out of the provider questionnaire:
• More accommodation required to be able to move to a rapid rehousing approach
• More affordable housing is required
• Access to PRS – support for tenants and landlords
• Supported housing for people with complex and or multiple issues
• Easier access to mental health services is required
• There are now longer waits for appointments at MH and substance misuse services
• Mental health awareness training
• More training/awareness of what Rapid Rehousing is. Collective response.
• More PIE training for all staff
• Problems with recruitment of support staff – due to short term contracts, pay scales, little to no interest in job adverts
• Hoarding officers in each authority

HSP Strategy Provider Questionnaire Summary

4.Stakeholder Engagement

Service Users

A regional Service User questionnaire was sent out by each of the North Wales authorities and the Regional Development Co-ordinator compiled the responses for each authority. (Copied in Needs Assessment). Flintshire received 112 responses from Service Users, note not all responses will equate back to 112 as not all questionnaires were mandatory.

Some themes identified from the Service User Questionnaire were:
• 33% of responses said they did not know how to access support.
• The majority of people would prefer to receive support face to face.
• 53 people stated there were no barriers to them receiving support.
• 99% of responses said they are able to receive support in the language of their choice.
• 72% of responses said public transport prevented them accessing support.
• 38% of responses rated the quality of accommodation as excellent and 42% rated good.
• Of the responses received regarding affording current rental prices – 34% Maybe, 33% no and 33% yes.

Themes identified from partners and internal council departments were:
• Supply of accommodation does not meet the needs of people, such as single people.
• Lack of access to housing and affordable housing.
• Accessing PRS is extremely difficult.
• Recruitment; many vacancies are not attracting any applicants or the applicants are not suitable.

5. Impact Assessments

Impact Assessments undertaken:
- An Integrated Impact Assessment (IIA) which includes; equality, environment, health, human rights, socio-economic Duty, United Nations Conventions the Rights of the Child and the Welsh language. The Impact Assessment was completed by a HSG Officer with guidance from the Flintshire Equalities Policy Development Officer and Biodiversity Officer.
- Data Protection Impact Assessment – This was completed by a HSG Officer with guidance from a Flintshire Information Compliance Officer.

Key Findings

No negative impacts were identified from the Data Protection Impact Assessment or the Integrated Impact Assessment undertaken.

With regards to the Integrated Impact Assessment, no one is excluded from any housing support/homelessness project because of their protected characteristics, religion, beliefs, sexual orientation etc.

As a region, we commissioned LGBTQ+ training for all HSG/homeless staff and are also looking at commissioning another regional LGTBQ+ project. We have consulted with this protected characteristic group to gain their views to ensure all needs are met.

6. Implementing, monitoring & reviewing the Strategy

Working with Partners

The Council will work with partners to ensure that the strategy and action plans are implemented and monitored accordingly, and to review and revise any plans where necessary based upon performance evaluations. There is also representation from these services on the Housing Support Planning Group and RHSCG.

Funding Sources

Housing Support Grant
Statutory Core Funding
Social Housing Grant
Children & Communities Grant

Monitoring, reviewing and Evaluation arrangements

The Housing Support Planning Group will have overall control of the priorities within the Strategy with updates provided by the HSG Team. Also reporting back to the Chief Officer of Housing and RHSCG.

An annual report will be submitted to Community Housing & Assets Overview and Scrutiny Committee detailing the progress made against the Action Plan (Annex A).

Annex A - Action Plan: Priority One

Adopting Early Intervention and Prevention Activities

Action Ref	Action required to deliver the priority	Tasks	Timescales	Output
7.1.1	Develop a culture across all public services that enables early intervention and targeted prevention of homelessness.	1. Review the Flintshire Housing Support Forum and schedule regular meeting with partners quarterly 2. Extend Membership and promote the positive networking, knowledge hub and communications opportunities available through the Housing Support Forum 3. Further roll out of the Housing Support and Homeless Prevention Training and Awareness sessions across a wide range of partners	2022	Improve awareness of housing support and homeless prevention services and develop a community of best practice within Flintshire
7.1.2	Develop a range of pathways and protocols that clearly evidence joint working arrangements with key partners in regards to the prevention of homelessness as outlined in Housing (Wales) Act 2014	1. Routine analysis of data to identify those cohorts of people who have significantly increased risk of housing hardship or homelessness 2. Identify all key partners where pathways and protocols required to document commitments and obligations for joint working on the prevention and relief of homelessness 3. Develop pathways and protocols as required to ensure accountability from all public services who contribute towards the prevention and relief of homelessness	2023	Targeted support and interventions identified for groups of people at greatest risk of homelessness established and clear commitments from partners for joint working secured
7.1.3	Re-commission a wide range of housing related support and homelessness prevention services through the Housing Support Grant	1. Build staff capacity within the Housing Support Grant Commissioning Team through service restructure 2. Complete a large scale commissioning process for all Housing Support Grant funded services in Flintshire 3. Ensure seamless transition to new contract arrangements with minimal impact on service delivery	2023	Ensure Flintshire housing support services are strong and resilient for the challenges ahead and that a wide range of services are available to meet the needs of the people of Flintshire's

Annex A - Action Plan: Priority One

Adopting Early Intervention and Prevention Activities

Action Ref	Action required to deliver the priority	Tasks	Timescales	Output
7.1.4	Offer support to local community groups who deliver activities that complement the Housing Support and Homeless Prevention Agenda	1. Map out all local community groups who contribute to the housing support and homelessness agenda 2. Engage with local groups to ensure their work is complimentary to the vision of ending homelessness and overcoming housing problems as outlined in this Strategy 3. Offer advice and support to local groups to ensure their services are accessible, sustainable and of a high quality	2023	Ensure local community groups are supported to deliver services that promote and enable independent living and reduce reliance on statutory services

Annex A - Action Plan: Priority Two

Strengthening Person Centred Approaches and Responding to Complex Needs

Action Ref	Action required to deliver the priority	Tasks	Timescales	Output
7.2.1	Develop a coordinated approach to responding to customers with complex needs.	1. Engage key partners and agree a format for a multi-agency Complex Needs Panel for early intervention and multi-agency support 2. Review the work of the Assertive Outreach Programme and learn lessons on how to manage complex needs and open up pathways into support 3. Develop Service Level Agreements with key public service areas to enable positive commitments for joint working on matters relating to complex needs	2022	Ensure all partners working to support people with complex needs and engage effectively in positive person centred action planning
7.2.2	Develop a consistent approach to support young people to: (1) Avoid homelessness (2) Become tenancy ready (3) Maintain their tenancy	1. Develop a Youth Homelessness Action Plan in partnership with a wide range of local partners 2. Train up a range of frontline workers in Tenant Ready Training courses for young people 3. Extend the Housing First Project to enable capacity to offer a specific service for Young People in Flintshire	2022	Offer robust personal plans for young people that include support to access training and employment opportunities, and resolve any debt and management money issues.
7.2.3	Ensure that nobody who has previously slept rough returns to a street based lifestyle	1. Continue to support people who have previously slept rough and have been offered interim housing during the Covid pandemic to help them move on and exit homelessness 2. Build on the initial success of the Housing First Project and increase capacity to help more people 3. Learn from the success of the "homeless hub" and use this intelligence to further develop and inform future service delivery	2022	Maintain positive outcomes and momentum regarding the relief of homelessness within the rough sleeper cohort post covid

Annex A - Action Plan: Priority Two

Strengthening Person Centred Approaches and Responding to Complex Needs

Action Ref	Action required to deliver the priority	Tasks	Timescales	Output
7.2.4	Continue to provide Housing Solutions to prison leavers prior to release maximising opportunities to work in collaboration to ensure effective use of resources	1. Increase staff and support service capacity linked to the Homeless Team for Prison Leavers and those with a history of offending who are homeless or at risk of homelessness 2. Continue to support the development of the North Wales Homeless Prevention Taskforce 3. Strengthen links with Probation service and explore opportunities for further collaborative work around accommodation and support services	2022	Support more prison leavers to avoid homelessness or exit it quickly post release
7.2.5	Develop a knowledge base that builds on the Wales Audit Office Report "Rough Sleeping in Wales – Everyone's Problem; No One's Responsibility" to evidence cost benefit of addressing complex needs in Flintshire	1. Engage key public service partners in discussions about developing the evidence base 2. Agree a methodology for capturing the data and costs for service delivery associated with complex needs cases 3. Capture the evidence associated with costs for managing complex needs and use this information to inform future service delivery and targeted interventions	2023	Better understand the costs associated with homelessness and the cost benefits for all public services

Annex A - Action Plan: Priority Three

Developing the TrACE Agenda

Action Ref	Action required to deliver the priority	Tasks	Timescales	Output
7.3.1	Work with housing support and homeless prevention services to develop Trauma informed and ACE aware service delivery	1. Recruit a TrACE Champion and embed within Flintshire's Housing Support Grant Commissioning team 2. Work with in-house and commissioned services to undertake the TrACE organisations self-assessment process 3. Support services to respond to the findings of their self-assessment	2022	Local services work towards becoming more trauma informed and ACE aware in their service delivery
7.3.2	Ensure progress on the development of the TrACE Agenda is captured and celebrated within housing support and homeless prevention services	1. Develop opportunities to review progress in regards to the TrACE Agenda through the Contracts and Reviewing process for Housing Support Grant commissioned services 2. Explore opportunities to recognise and celebrate the progress and impact of the TrACE Agenda in Flintshire	2023	TrACE Agenda is working effectively and benefiting the people using the services. Ensure successes are celebrated.

Annex A - Action Plan: Priority Four

Supporting Workforce Development and Resilience

Action Ref	Action required to deliver the priority	Tasks	Timescales	Output
7.4.1	Explore opportunities to work with commissioned services to develop a consistent approach to terms and conditions of employment to ensure the Flintshire services can retain and attract an appropriately skilled workforce.	1. Engage commissioned services in discussions about staff terms and conditions and workforce support 2. Work with commissioned services to develop shared messaging, communications plans opportunities for joint working for workforce recruitment	2022	Retain and attract appropriately skilled workforce.
7.4.2	Develop a range of training, staff development and wellbeing support across all housing related support and homeless prevention services	1. Establish a "Workforce Wellbeing" sub group of the Housing Support Forum 2. Develop a shared action plan for "Workforce Wellbeing" across housing support and homeless prevention services in Flintshire	2022	Staff are trained to the appropriate level to support the people coming through our services.
7.4.3	Recognise the quality of work and high standards of professionalism within the workforce and ensure staff commitments are rewarded	1. Develop a Workforce Recognition Scheme for all housing support and homeless prevention services within Flintshire 2. Promote the successes of the housing support and homeless prevention sector in Flintshire and celebrate the achievements of our workforce	2023	Retention and recognition of staff to improve workforce moral.

Annex A - Action Plan: Priority Five

Review and improve Flintshire's Housing Offer

Action Ref	Action required to deliver the priority	Tasks	Timescales	Output
7.5.1	Complete a review of Flintshire's Homeless accommodation offer and explore opportunities to develop a purpose built Homeless Hub.	1. Deliver on the Temporary Accommodation Service Improvement Plan (Audit Response) 2. Progress plans for the development of a purpose built Homeless Hub with accommodation and support services under one roof (Glanrafon v.2.0)	2023	Improve the quality of accommodation and property management within Flintshire's Homeless accommodation portfolio
7.5.2	Improve the standard of accommodation within Flintshire's Supported Housing portfolio.	1. Work with existing services to identify opportunities for accommodation improvements and investment 2. Develop a Flintshire Standard for quality accommodation within Flintshire's Supported Housing Portfolio 3. Ensure new services commissioned through Housing Support Grant have a high quality accommodation offer 4. Work up plans for the development of a young person's housing hub offering a range of accommodation and support services	2023	Raise the standards of accommodation in our Supported Housing Portfolio
7.5.3	Work with housing partners to ensure Flintshire's social housing stock meets the needs of the residents of Flintshire.	1. Explore opportunities to make best use of existing social housing with consideration given to re-designation of homes if required 2. Review approaches to "local lettings policies" to ensure they don't create undue barriers to rehousing and meet the needs of all residents of Flintshire 3. Work with housing partners to look at shared housing models within social housing 4. Deliver the Social Housing Grant Programme and increase the supply of social housing	2023	Increase supply of social housing and ensure the stock we have meets local demand

Annex A - Action Plan: Priority Five

Review and improve Flintshire's Housing Offer

Action Ref	Action required to deliver the priority	Tasks	Timescales	Output
7.5.4	Develop Flintshire's Private Rented Sector Offer.	1. Create a specialist Private Sector Housing Team within the Housing Support and Homeless Prevention Service 2. Engage with Landlords to better understand their needs and aspirations for Flintshire's PRS 3. Sign up to the National Private Rented Sector Leasing Scheme.	2023	Offering more services and support for tenants and landlords within the local private rented sector

Annex A - Action Plan: Priority Six

Rapid Rehousing

Action Ref	Action required to deliver the priority	Tasks	Timescales	Output
7.6.1	Develop the Rapid Rehousing Transition Plan for Flintshire.	1. Establish a multi-agency Rapid Rehousing Working Group 2. Consult with the people who use our services to ensure our Plans meet with their needs and are informed by lived experience 3. Adopt the Transition Plan and commence period of transformation	2022	A clear plan for the move to Rapid Rehousing in Flintshire
7.6.2	Further develop the Housing First service for Flintshire	1. Increase capacity within the Housing First service to support more people with complex needs and history of rough sleeping to exit homelessness 2. Develop a Young Persons Housing First model for Flintshire	2022	Support more people into long term settled housing through the Housing First Model

Annex B Rapid Rehousing Plan

It has been agreed by the Welsh Government the Rapid Rehousing Transition Plan can be submitted in June 2022.