

## Housing Support Provision & Homelessness Strategy Action Plan 2022 - 2026

**Priority One: To identify those at risk of homelessness earlier and provide timely interventions to prevent homelessness occurring.**

Action required to deliver the priority	Lead Person	Timescales / By When	Outcome/Outputs
<p><b>1.1</b> To investigate how to increase the number of households accessing the service at an earlier stage thereby reducing the number of households presenting in a crisis.</p>	<p>Strategy &amp; Policy Officer</p>	<p>On-going to 31/03/26</p>	<p>To move to a more proactive service rather than a reactive service and reducing the number of people presenting in crisis.</p> <p>To distinguish between primary prevention, secondary prevention and tertiary prevention.</p> <p>To be a consideration for Rapid Re-Housing</p>
<p><b>1.2</b> To review homelessness services information to ensure there is clear and easily accessible information to help prevent homelessness at the earliest possible stage.</p>	<p>Strategy &amp; Policy Officer - Homelessness</p>	<p>31/03/23</p>	<p>Increase awareness of housing options and accessibility of information.</p> <p>Updated web pages</p> <p>Establish bespoke information for young people.</p>
<p><b>1.3</b> To ensure the Monmouthshire's Protocol for Care Leavers and Young People is up-to-date and that all parties that have signed up to it are complying with it eg ensure it is operating effectively</p>	<p>Housing Options Team Manager</p>	<p>31/03/23</p>	<p>To provide care leavers and young people with a managed pathway into appropriate accommodation.</p>
<p><b>1.4</b> To work alongside colleagues to promote services available to those who are at risk of homelessness through the Council's emerging Tackling Poverty Campaign.</p>	<p>Strategy &amp; Policy Officer - Homelessness</p>	<p>31/03/23</p>	<p>To provide a planned approach to homelessness prevention and housing options.</p>

<p><b>1.5</b> To continue to invest to deliver upstream homelessness prevention in places of education including wider family networks</p>	<p>Youth Enterprise Manager</p>	<p>Ongoing to 31/03/2026</p>	<p>To reduce causes of homelessness for the future by increasing awareness of housing options and accessibility of information. And to have clear housing pathways in place.</p>
<p><b>1.6</b> To review exclusion practices from social housing.</p>	<p>Strategy &amp; Policy Officer – Affordable Housing</p>	<p>31/03/2023</p>	<p>To aid “move on” options by ensuring that those most in need of social housing are not unreasonably excluded: and support is available to address the causes of exclusion.</p>
<p><b>1.7</b> To seek to identify funds and invest in resources to engage directly with households considered high-risk groups such as:</p> <ul style="list-style-type: none"> <li>○ Mental Health.</li> <li>○ Young Persons.</li> <li>○ Substance misuse</li> </ul>	<p>Housing &amp; Communities Manager &amp; Flexible Funding Strategic Manager</p>	<p>On-going to 13/03/2026</p>	<p>To avoid unsuitable placements and minimise placement break-down</p>
<p><b>1.8</b> Make better use of information technology to capture and analyse data to identify opportunities and improve planning.</p>	<p>Flexible Funding Strategic Manager</p>	<p>Ongoing to 31/03/23</p>	<p>To provide the Housing Support and Homelessness Group with regular reports on homelessness trends and the main causes of homelessness</p>
<p><b>1.9</b> To develop better use of technology and the sharing of data for analysis and planning.</p>	<p>Housing &amp; Communities Manager &amp; Flexible Funding Strategic Manager</p>	<p>31/03/23</p>	<p>Full utilisation of the functionality of Locata to improve efficiency and generate regular monitoring reports.</p> <p>Acquire and develop a rents system for Monmouthshire Lettings</p> <p>To evolve services to ensure it is structured to meet the needs of those that are threatened with homelessness eg use of TEAMS; WhatsApp etc</p>
<p><b>1.10</b> To consider the co-location of services to provide a holistic needs assessment and support planning process</p>	<p>Housing Options Team Manager</p>		<p>To provide an environment whereby there is a better sharing of expertise that will provide a</p>

and a single point of access for all households threatened with homelessness.	&		more efficient and effective service and offers a better experience to households threatened with homelessness.
1.11 To incorporate Psychologically Informed Environment (PIE) approach to the homeless service. .	Housing & Communities Manager & Flexible Funding Strategic Manager	31/03/26	To achieve high levels of client user satisfaction and to have a better understanding of the needs of those affected by homelessness.  Provide support for staff.  Reflect in service specifications for future commissioning.
1.12 To develop a Youth Homeless Action Plan to ensure that young people's specific needs are addressed	Housing & Communities Manager & Flexible Funding Strategic Manager	31/03/23	To evolve services to ensure it is structured to meet the needs of young people threatened with and actually homeless.

**Priority Two: To provide timely and effective support for vulnerable residents particularly for those with high and complex needs.**

<b>Action required to deliver the priority</b>	<b>Lead Person</b>	<b>Timescales / By When</b>	<b>Outcome/Outputs</b>
2.1 To seek to engage with Welsh Government and other partners to identify additional resources to increase the capacity of the housing support programme and support availability to meet local need.	Flexible Funding Strategic Manager	On-going to 31/03/26	Ability to meet the need identified in the Statement of Need.  Collaborative partnerships facilitating blended funding packages
2.2 To seek to expand the existing Housing First service to meet unmet demand.	Flexible Funding Strategic Manager	Ongoing to 31/03/26	To improve people's journey into permanent suitable accommodation
2.3 To seek to expand the Young Persons floating support service and remodel existing shared housing to increase the availability of dedicated young person's accommodation.	Flexible Funding Strategic Manager	31/03/23	To improve a young person's journey into permanent suitable accommodation

<b>2.4</b> To review and evaluate the newly re-modelled Young Persons accommodation in relation to outcomes achieved for those with higher needs and consider whether there is a need for Young Persons Housing First model.	Flexible Funding Strategic Manager	31/03/23	To improve a young person's journey into permanent suitable accommodation
<b>2.5</b> To increase the supply of accommodation in the County for people with complex needs around substance misuse and mental health.	Strategy & Policy Officer – Affordable Housing & Flexible Funding Strategic Manager	31/03/23	Identify revenue funding to establish multiple needs supported housing north and south
<b>2.6</b> Seek to engage with Social Care to improve services for those who are neurodiverse	Strategy & Policy Officer – Affordable Housing & Flexible Funding Strategic Manager	31/03/2023	Homeless services that meet peoples needs which helps to improve homeless prevention and reduce placement failure.  To be factored into Rapid Rehousing Transition Plan development
<b>2.7</b> To review, evaluate and recommission Housing Support Grant services by April 2023.	Flexible Funding Strategic Manager, Housing Support Development & Operations Manager	31/3/23	To ensure service meets the needs and demands of the most vulnerable members of our community
<b>2.8</b> To review Place Based Teams with a view to re-commissioning services from 1/4/23	Flexible Funding Strategic Manager, Housing Support Development & Operations Manager	31/3/23	Ensure service meets the needs and demands of the most vulnerable members of our community
<b>2.9</b> To review Young Persons in TA with a view to development of a bespoke YP contract for TA from 1/4/23	Flexible Funding Strategic Manager, Housing Support Development & Operations Manager	31/3/23	Ensure service meets the needs and demands of the most vulnerable members of our community

<b>2.10</b> To review TA/ Resettlement Scheme with a view to either remodelling or re-commissioning services from 1/4/23	Flexible Funding Strategic Manager, Housing Support Development & Operations Manager	31/3/23	Ensure service meets the needs and demands of the most vulnerable members of our community
<b>2.11</b> To review Assertive Outreach with a view to either remodelling or re-commissioning services from 1/4/23	Flexible Funding Strategic Manager Housing Support Development & Operations Manager	31/3/23	Ensure service meets the needs and demands of the most vulnerable members of our community
<b>2.12</b> Review and evaluate the outcomes of the re-modelled young persons accommodation for those with low to high needs	Flexible Funding Strategic Manager Housing Support Development & Operations Manager	31/3/23	Ensure service meets the needs and demands of the most vulnerable members of our community
<b>2.13</b> Re-model an existing shared housing property to provide dedicated provision for young people with lower needs	Housing Options Team Manager	30/09/22	Increase dedicated accommodation provision for young people

**Priority Three: To Increase access to a range of affordable and suitable housing solutions for homeless households, both temporary and permanent,**

<b>Action required to deliver the priority</b>	<b>Lead Person</b>	<b>Timescales / By When</b>	<b>Outcome/Outputs</b>
<b>3.1</b> To review the use of all forms of temporary accommodation and reduce our reliance on it over the length of the strategy.	Housing & Communities Manager	On-going to 31/03/26	To mitigate against un-sustainable expenditure and reliance on WG Hardship funding in relation to B & B and concierge use and B & B focused Accommodation Officers  Procurement of security service  Identify alternative funding for Temporary Accommodation Officers based in B & B

<b>3.2</b> To continue to co-ordinate a newly established Strategic Housing Forum with housing association partners to help identify opportunities to develop new affordable housing.	Housing Communities Manager	On-going to 31/03/26	To maximise the number of affordable homes built and Social Housing Grant spend.
<b>3.3</b> To work with Homeseach partners to operate flexible Housing Register quotas to maximise the number of lettings of social housing vacancies to homeless households.	Affordable Housing Strategy Officer	On-going to 31/03/26	To increase move-on into permanent accommodation
<b>3.4</b> to work with Homeseach partners to implement actions to make the 'best use' and maximise occupancy of the stock to facilitate more people to move-on from temporary accommodation.	Affordable Housing Strategy Officer	On-going to 31/03/26	To provide more options for those who are at risk of homelessness  Target households/transfer applicants occupying overcrowded one bedroom accommodation to facilitate one bedroomed vacancies  Utilise existing housing stock for shared accommodation  Re-designation of existing accommodation
<b>3.5</b> To consider alternative housing options such as converted commercial units and modular housing	Affordable Housing Strategy Officer	On-going to 31/03/26	To increase the supply, particularly for single people.
<b>3.6</b> To appraise the opportunities for the Council to utilise Council owned assets for homeless purposes and explore options with other public bodies.	Affordable Housing Strategy Officer & Development Manager	31/03/26	To maximise the development of new affordable housing
<b>3.7</b> To appraise the option of purchasing properties from the open market for use as homeless accommodation and consider partnership option in respect of management	Affordable Housing Strategy Officer	31/03/26	To maximise options for delivering affordable housing
<b>3.8</b> To increase the provision of other forms of temporary accommodation working with a range of landlords, both RSL and private sector and to secure additional units of	Affordable Housing Strategy Officer	On-going to 31/03/26	To minimise the use of expensive nightly paid accommodation

temporary accommodation, direct access and supported housing.			<p>Establish a dedicated emergency self-contained family accommodation in the North.</p> <p>Re-model an existing shared housing property to provide dedicated provision for young people</p> <p>To ensure temporary accommodations costs to the Council are contained and to provide better quality accommodation</p> <p>Identify opportunities to re-designate existing social housing</p>
<b>3.9</b> To develop effective pathways to and from temporary accommodation ensuring move on is timely.	Housing Options Team Manager	On-going to 31/03/26	To gain a better understanding of why length of stay can vary and barriers for move on.
<b>3.10</b> To review and evaluate Monmouthshire Lettings to identify opportunities to improve the service and encourage further private landlords to make available their properties to the Council.	Housing Options Team Manager	On-going to 31/03/26	Sign up to Welsh Government National Leasing Scheme
<b>3.11</b> To establish self-contained emergency family accommodation in the North of the County	Housing & Communities Manager	31/03/24	To improve provision for families meet WG accommodation standards
<b>3.12</b> To seek to establish links with local voluntary organisations and local churches/faith groups to develop new services	Housing & Communities Manager	Ongoing to 31/03/26	To provide additional private sector accommodation
<b>3.13</b> To implement the Empty Property Action Plan to target empty homes and town centre opportunities.	Strategy & Policy Officer - Homelessness	Ongoing to 31/03/26	<p>To provide additional private sector accommodation</p> <p>Where possible align with Social Housing Grant</p>
<b>3.14</b> To develop innovative use of S106 affordable housing contributions to create additional affordable housing	Strategy & Policy Officer - Homelessness	Ongoing to 31/03/2026	To provide additional homeless accommodation facilitated by making use of S106 contributions as an additional resource.

3.15 To consider and evaluate the business case to identify potential scope to support RSL's where there are viability issues impacting on the ability to develop or retain affordable housing	Strategy & Policy Officer – Affordable Housing	31/03/23	Maximise options for affordable housing delivery
3.16 To consider and evaluate the potential for using the housing co-operative model as an additional vehicle for the provision of affordable housing.	Strategy & Policy Officer – Affordable Housing	31/03/24	Maximise options for affordable housing delivery

**Priority Four: To establish a Rapid Re-Housing Transition Plan**

Action required to deliver the priority	Lead Person	Timescales / By When	Outcome/Outputs
4.1 There is a need to implement Welsh Government policy direction and establish and implement a Rapid Re-Housing Transition Plan .	Housing & Communities Manager	Sept 2022	Draft plan to be established by June 2022.

**Priority Five: To maximise and increase the availability and effectiveness of financial, staffing/workforce and collaborative resources available for tackling homelessness.**

Action required to deliver the priority	Lead Person	Timescales / By When	Outcome/Outputs
5.1 To review and evaluate existing staff structures of teams delivering homeless services to ensure they continue to provide sufficient capacity and continue to be fit for purpose.	Housing & Communities Manager	31/03/23	To support staff, maximise capacity, improve efficiency and maximise flexibility.



<p><b>5.2</b> To improve procedures to enable partners to work together successfully e.g. information sharing, referral mechanisms</p>	<p>Housing &amp; Communities Manager</p>	<p>Ongoing to 31/03/26</p>	<p>To streamline the processes so that multi-agency working is easier and more efficient and therefore a better experience for those threatened with homelessness.</p>
<p><b>5.3</b> Identify funding for those aims and objectives where funding currently hasn't been allocated.</p>	<p>Housing &amp; Communities Manager &amp; Flexible Funding Strategic Manager</p>	<p>Ongoing to 31/03/26</p>	<p>Address the need identified in the Statement of Need</p>
<p><b>5.4</b> Transition from short-term arrangements established quickly due to the Covid Pandemic and in response to Welsh Government guidance to more sustainable long-term solutions.</p>	<p>Housing &amp; Communities Manager</p>	<p>31/03/23</p>	<p>To mitigate against the use of B &amp; B use and concierge services in lieu of supported housing</p>
<p><b>5.5</b> We will work collaboratively both internally and externally with organisations that offer a broad range of skill sets and knowledge, expertise and experience to address homelessness successfully.</p>	<p>Housing &amp; Communities Manager &amp; Flexible Funding Strategic Manager</p>	<p>On-going to 31/03/26</p>	<p>Maximise the availability of internal and external resources with particular emphasis on increasing homeless prevention and increasing accommodation opportunities.</p>
<p><b>5.6</b> We will develop further the Housing Support &amp; Homelessness Forum.</p>	<p>Flexible Funding Strategic Manager Housing Support Development &amp; Operations Manager</p>	<p>31/03/26</p>	<p>To positively and proactively engage with housing support providers in order to maximise housing support provision as an available resource</p>
<p><b>5.7</b> We will evaluate the effectiveness and cost efficiency of using data analytics for the prevention of homelessness.</p>	<p>Strategy &amp; Policy Officer – Homelessness</p>	<p>31/03/23</p>	<p>Determine whether an automated approach would deliver cost benefits</p>
<p><b>5.8</b> Undertake a training needs audit and establish a programme of training to support staff to deliver and transform services, in particular substance misuse and violence against women, domestic abuse and sexual violence (VAWDASV)</p>	<p>Housing &amp; Communities Manager</p>	<p>31/12/22</p>	<p>To increase staff awareness, enhance staff professional development and embed best practice</p>

<p><b>5.9</b> Work collaboratively both internally and externally with organisations that offer a broad range of skill sets and knowledge, expertise and experience to address homelessness successfully.</p>	<p>Housing &amp; Communities Manager &amp; Flexible Funding Strategic Manager</p>	<p>Ongoing to 31/03/26</p>	<p>To maximise capacity, improve efficiency and maximise flexibility.</p>
<p><b>5.10</b> Support and develop staff in respect of adopting and maintain a Psychologically Informed Environment/ Trauma informed approach.</p>	<p>Housing &amp; Communities Manager</p>	<p>31/03/23</p>	<p>Staff training will be undertaken  Action plans will be established to take forward the implementation.</p>
<p><b>5.11</b> Identify opportunities for increasing collaborative arrangements with Aneurin Bevan Health Board</p>	<p>Housing &amp; Communities Manager &amp; Flexible Funding Strategic Manager</p>	<p>31/03/23</p>	<p>Additional accommodation and/or support for those who have both a homeless need and a health need, particularly mental health</p>
<p><b>5.12</b> Engage with Welsh Government and the Welsh Local Government Association in respect of future funding arrangements in order to align with homeless need in Monmouthshire</p>	<p>Housing &amp; Communities Manager &amp; Flexible Funding Strategic Manager</p>	<p>Ongoing to 31/03/26</p>	<p>Address the need identified in the Statement of Need</p>
<p><b>5.13</b> Identify opportunities for homeless services and solutions to support wider strategic priorities. For example, Social Care needs, tackling empty properties, Town Centre regeneration and decarbonisation.</p>	<p>Housing &amp; Communities Manager</p>	<p>Ongoing to 31/03/26</p>	<p>Implement that meet homeless needs and contribute added value (eg cost benefits) in respect of other strategic priorities</p>
<p><b>5.14</b> Implement the Strategic Housing Partnership to increase opportunities that support and contribute to the priorities of this Strategy</p>	<p>Chief Officer – Communities &amp; PLace</p>	<p>On-going</p>	<p>Increasing opportunities to facilitate and develop additional homeless accommodation</p>