

## Annex A Strategic Priorities – Key Actions – UPDATE 2024

Please see below update of initial strategic priorities with relevant updates to timescales and Outcome/Outputs.

These outcomes/outputs are based on the existing uplift of Housing Support Grant continuing as core grant, however, until this decision is confirmed all outcomes/outputs are subject to change.

Whilst consideration to the potential changes raised by the White Paper on Ending Homelessness in Wales are

### 1. Adopt a Rapid Rehousing Approach

- Increase Housing Supply
- Review Temporary, Supported Accommodation
- Decrease Emergency Accommodation
- Undertake a Multi-Agency Approach

### 2. End Rough Sleeping

### 3. Increase Early Intervention and Targeted Prevention

### 4. Invest in Workforce Development

Strategic Priority	Action Required to deliver the Priority	Timescales Short <1 year Medium 1	Lead	Outcome/Outputs UPDATES

– 2 years Long Term >3 years Ongoing				
1	Adopt a rapid rehousing approach	Completed	Kerry Denman Housing Solutions Manager	Plan completed
1	Classification of LA stock	Medium	Kerry Denman Housing Solutions Manager	Yet to commence, ongoing
1	Review Allocation policy.	Medium	Kerry Denman Housing Solutions Manager	Currently being reviewed ongoing
1	Understand LHMA data	Medium	Shelly Jones Housing Support Manager	Report with stakeholders for consultation
1	Work with all property owner types to increase available accommodation. Consider all options LCHO/ Shared/ Social/ Transitional/ PRS/ Housing First etc.	Medium/ Ongoing	Shelly Jones Housing Support Manager	Attend PRS Forum periodically. Continue support workers funding for Caerphilly Keys staff. Proceed with WG Leasing Scheme Consider Empty Homes Properties and Grants available as part of workstream. Explore ownership models for affordable housing. Developed RSL STAR model and increased properties – ongoing “flip” STAR to general needs and replace.

			Kerry Denman, Housing Solutions Manager	<p>2x 6 Transitional units obtained through HCF funding to be completed late 2024 and early 2025.</p> <p>8 transitional units completed June 2024</p> <p>Obtained dispersed VAWDASV properties.</p> <p>CAS2 funded properties ongoing</p> <p>TACP funded properties ongoing</p> <p>Replacement emergency accommodation investigation ongoing</p> <p>Additional Caerphilly Keys properties ongoing</p>
1	Understand scheme criteria; needs and risks of each person requiring accommodation.	Short / ongoing	Shelly Jones Housing Support Manager	<p>All services completed PIE TIE training and renewed regularly.</p> <p>Access RISK information from all (police, probation, health, Social Services, providers).</p> <p>Complete Support plans for each person</p> <p>Review the scheme criteria regularly -ensure in line with evidence of need and matching presenting needs.</p> <p>Support is accessible to all.</p> <p>Review needs and how evidenced – Face to Face, telephone etc. (OT piece of work)</p> <p>Identify long term sustainable tenancies and/or independent living options.</p> <p>STAR model implemented across all services – continue to work across all geographical locations</p> <p>Allocations made on evidenced need.</p>
1	Remodel Supported Accommodation where necessary. Working with RSL's to use capital grant streams.	Medium	Shelly Jones Housing Support Manager	<p>All SA reviewed and where necessary remodelled with RSL owner.</p> <p>Consideration of PIE/TIE and WHQS standards</p> <p>Use of grants from various sources to be considered/applied.</p> <p>Applications and updates for HCF reviewed and updated for future remodelling of existing SA</p>

1	Provide abstinence led “Wet House” provision	Completed	Shelly Jones Housing Support Manager	Completed June 2024
1	Provide Dual Diagnosis/Complex Needs Accommodation	Medium	Shelly Jones Housing Support Manager	Funding obtained and site options acquired – due for completion 2025
1	Consider options within current portfolio on how to improve access, exit and holistic support during stay.	Short / ongoing	Shelly Jones Housing Support Manager	Ongoing partnership work to improve pathways and support
1	Identify all partners required and provide space to access within assessment centre.	Medium	Shelly Jones Housing Support Manager	Partners identified, assessment centre on hold at present due to other priorities
1	Consider early release changes and how impacts upon accommodation.	Short	Shelly Jones Housing Support Manager	Limited to date, initial issues to be considered with measured responses for improvement
1	Engage with those with lived experience across all aspects.	Short / ongoing	Shelly Jones Housing Support Manager	Ensure widespread involvement and engagement across the portfolio of services - ongoing
2	Improve access to accommodation (generally and for inclement weather).	Short	Shelly Jones Housing Support Manager	General accommodation not widely improved. Completed inclement weather provision for previous winter – plan for upcoming options.
2	Additional affordable accommodation	Short / ongoing	Shelly Jones Housing Support Manager	Ongoing – all tenures being considered
2	Improve access (Contact) to Outreach support services.	Completed	Shelly Jones	Completed – increase staff and dedicated phone lines for outreach

			Housing Support Manager	
2	Scope current client group and reasons for entrenched rough sleeping	Short / ongoing	Shelly Jones Housing Support Manager	Ongoing consideration of options due to needs change and differences for each person.
2	Work with multi agency stakeholders to deliver holistic service.	Short / ongoing	Shelly Jones Housing Support Manager	Collaboration and integrated work with Housing, GDAS, ABSDAS Dedicated GP continues to work well.
2	Consider the access criteria of existing supported / temporary accommodation.	Short	Shelly Jones Housing Support Manager	Changes to access criteria for supported/temporary accommodation. Staff training completed - ongoing.
2	Identify and remove barriers to access support.	Short / ongoing	Shelly Jones Housing Support Manager	Initial identification of barriers completed however removal of barriers is ongoing.
2	Explore Housing First and complex needs provision.	Medium / ongoing	Shelly Jones Housing Support Manager	No Increase of Housing First properties to date. Ongoing assessment and provision needed
2	Maintain contact with rough sleepers.	Short / ongoing	Shelly Jones Housing Support Manager	Consideration of different venue to contact, including increased attendance at Probation and drop-in sessions across the borough being considered
2	Identify property owners to assist with housing to meet needs.	Short / ongoing	Shelly Jones Housing Support Manager	Working with empty homes property team, Caerphilly Keys, WG Lease Scheme - ongoing
2	Explore early release impact.	Medium	Shelly Jones Housing Support Manager	To date early release has resulted in rough sleeping and recall increase.

2	Engage with those with lived experience across all aspects.	Short / ongoing	Shelly Jones Housing Support Manager	Ensure Service users are part of service remodel in commissioning and procurement aspects - ongoing
3	Identify key partners and stakeholders to be present within the Assessment Centre/HUB	Long / ongoing	Shelly Jones Housing Support Manager	Key partners identified, however not taken forward currently
3	Improve the collaboration between providers and Health, Housing, Probation and Social Services	Short / ongoing	Shelly Jones Housing Support Manager	Attendance at RPB event to present HSG services to Working Together Event Work undertaken with United Welsh and Police Presented at Hoarding Task and Finish Group Award for STAR model working with United Welsh, Llamau and Platform
3	Revert to accessing prisons and hospitals pre-pandemic.	Medium	Shelly Jones Housing Support Manager	Access to prisons hasn't restarted, query of duplication with national support scheme with HMPPS – work is on-going to explore. Unable to access prisoners prior to release. Identified a dedicated Housing officer to deal with those leaving prison – sat on NFA group/info group. Staff have returned to the hospitals/improved links with hospital discharge/OT and support.
3	Work with providers to share data and highlight areas for improvement.	Completed	Shelly Jones Housing Support Manager	Employment of additional Monitoring staff.
3	Develop process maps to ensure we understand pathways to all services.	Short	Shelly Jones Housing Support Manager	Yet to start, current processes still in place. Task for new Monitoring Staff to commence and complete
3	Consider any other methods of identifying potential referrals before they fall into crisis.	Short / ongoing	Shelly Jones Housing Support Manager	Completed - Additional Gateway Staff enabled deeper conversations at point of referral.

				<p>Ongoing - Improvement to PR exercises, attending Health/IWN/NCN and CCBC community events.</p> <p>Virtual advert in GP surgeries to continue.</p> <p>Earlier identification from Housing/RSL/Estate Agents Attend team meetings for all LA teams.</p>
<b>3</b>	Attend transitional groups and be aware of changes in legislation, policy or practice that will identify potential service users at the earliest opportunity.	Short / ongoing	Shelly Jones Housing Support Manager	<p>Ongoing attendance at Social Services Childrens/Adults Transitional Operational Group.</p> <p>Increase training of staff and renewals for legislation</p>
<b>3</b>	Reduce number of people accessing homelessness provision	Short / ongoing	Shelly Jones Housing Support Manager	<p>Ongoing issue - Sustained housing without the need to move, resettle or require expensive services, obtained funding for storage, van hire etc.</p> <p>Homeless prevention for individuals to retain sofa surfing opportunities.</p>
<b>3</b>	Reduce number of people needing supported or temporary accommodation	Short / ongoing	Shelly Jones Housing Support Manager	<p>Ongoing - Access services appropriately and in a timely manner.</p> <p>Streamlined approach to services, planned moves, less emergency access and long-term provision required.</p>
<b>3</b>	Engage with those with lived experience across all aspects.	Medium / ongoing	Shelly Jones Housing Support Manager	<p>Ensure service user views and thoughts are gathered in a variety of meaningful ways during monitoring</p>
<b>4</b>	Identify staff who can work from various Hubs – Assessment Centre and Flying Start Integration Hub	Medium	Shelly Jones Housing Support Manager	<p>Staff identified for integration Hub, Assessment centre yet to be completed.</p>
<b>4</b>	Re-introduce CMHT staff to our Assessment Centre/Hub and across all Supported Accommodation	Medium	Shelly Jones Housing Support Manager	<p>CMHT not in AC/hub but are involved with supported accommodation, B&amp;B and Specialist provision.</p>

4	Integrate and connect CMHT, GDAS, ABSDAS and CDAT staff.	Short / ongoing	Shelly Jones Housing Support Manager	Continue with AO meetings – multi disciplinary meeting. Invite all staff to panel meetings. Further investigate JAM Meeting attendance. Continue with staff based across CMHT/CDAT and Health New “wet” scheme will connect all services and use as a base.
4	Improve collaboration with Probation, Police and local CADRO officers to improve communication.	Short / ongoing	Shelly Jones Housing Support Manager	Improvement with CADRO continues via HUB meetings. S115 and new development meetings continue and involve all. Probation link with providers improving and drop ins available. NFA meetings continue with Probation/ Housing/ SP/ Providers Probation at a national level is not communicating with existing services on the ground.
4	Consider specialist roles and increase staffing across accommodation and floating support services.	Completed	Shelly Jones Housing Support Manager	Pre and post workers are now in post across all provision. Specialist role within Housing Advice for Probation pathway
4	Ensure all services are working in a PIE and TIE way.	Medium / ongoing	Shelly Jones Housing Support Manager	Monitoring staff in place Regular training to be conducted/updated. Cymorth training to be completed.
4	Identify and assist with recruitment and retention issues for all staffing.	Medium / ongoing	Shelly Jones Housing Support Manager	Completed, staffing retention much higher, uplift of HSG funded assisted to bring providers to real living wage. Query in terms of ongoing levels of staff if uplift not included as core in future
4	Improve relationships with colleges to provide apprenticeship opportunities.	Medium / ongoing	Shelly Jones Housing Support Manager	In house we have successfully recruited an apprentice. Providers yet to consider due to staff levels.



4	Establish all staff mandatory training levels and access to training for all types of staffing.	Medium / ongoing	Shelly Jones Housing Support Manager	Ongoing - DTA completed to list completed training.
4	Identify any unique pilot or training opportunities such as MAPS and support its widespread approach across all providers and services.	Medium / ongoing	Shelly Jones Housing Support Manager	Continue to identify and promote opportunities.
4	Regular review staffing levels and vacancies, looking for trends to ensure capacity is available to meet demand	Medium / ongoing	Shelly Jones Housing Support Manager	Continue to review staff levels and vacancies.