

## Powys Housing Support Programme (HSP) Strategy 2022-26

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## 1. Purpose of the Strategy

This strategy sets out the strategic priorities of Powys County Council and its partner agencies for **homelessness prevention and housing related support services over the coming 4 years (2022-26)**. It refreshes earlier priorities that were included in the Council's former homelessness strategy, which was reviewed in 2018, and the HSG Delivery Plan for 2021-22. Development of the priorities was informed by a comprehensive need assessment exercise which included direct engagement with stakeholders within the Council and providers of support services. More information on the needs assessment process and findings is provided in Section later in the Strategy.

The Housing Support Grant (HSG) forms a key element of the overall strategy. This 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. The grant is designed to augment, complement and support statutory services, thus ensuring that the overall local offer helps people into the right homes, with the right support to succeed. It makes a significant contribution to the implementation of Part 2 of the Housing Act (Wales) 2014 which focuses on homelessness prevention. Services supported through the HSG should be person centred and address multiple problems vulnerable people who are homeless or likely to become homeless often face (for example debt, employment, substance misuse, violence against women, domestic and sexual abuse and mental health problems). The services should ultimately reduce the need for costly intervention in these areas by other public services.

Strategic planning is key to ensuring appropriate alignment of the HSG and broader homelessness services and the effective commissioning HSG services. This will help ensure that homelessness is prevented and that people needing services are supported appropriately. This will also help ensure value for money is achieved in deploying the grant. Welsh Government requires a single strategy incorporating a local authority's homelessness prevention and support and covering the statutory homeless duty funded through the revenue settlement and non-statutory, preventative services funded through the HSG. The strategy should recognise the inter-dependency between these elements and more widely with other public services providing support to vulnerable people.

## 2. Legislative and Policy Context

### National Context

Welsh Government has maintained a consistent focus on tackling homelessness in the context of the long-term impact of UK Government policy, in relation to austerity and welfare support, and also other non-devolved policy areas that have an impact on homelessness such as the work of the Police and Prisons. Under Part 2 of the **Housing (Wales) Act 2014**, Local authorities have a **new and strengthened duty to prevent and relieve homelessness through collaborative approaches**, which has led to a strengthening of local partnership arrangements.

The guiding principle remains one of preventing homelessness, but where this is not possible, ensuring it is brief and non-repeated. There is a renewed commitment to fundamentally reform homelessness services to focus on prevention and rapid

rehousing. Understanding what works, what is promising, and what isn't effective will be crucial to Welsh Government in delivering its policy goals.

In turn, several key principles underpin the Welsh Government approach to homelessness prevention, and these should be enshrined across public and commissioned services. They are as follows:

- The earliest preventions are most effective and most cost effective and should always be the interventions of first choice.
- Tackling and preventing homelessness is a public services matter – rather than a 'housing matter'.
- All services should place the individual at the centre and work together in a trauma informed way.
- The duties in Part 2 of the Housing (Wales) Act 2014 should be the last line of defence – not the first - and all services should work to the spirit not simply the letter of the law.
- Policy, service delivery and practice should be informed and shaped in a co-productive manner and by those with lived experience.

Under this broad approach, housing and homelessness policy and practice has continued to evolve in the period since the Housing Act, and new duties for local authorities in relation to homelessness, came into force. This evolving landscape includes:

- The **Social Services and Wellbeing (Wales) Act 2014**
- The **Wellbeing of Future Generations (Wales) Act 2015**
- The **Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015**
- **'Preventing Homelessness and Promoting Independence' 2016**
- **Care Leaver Accommodation and Support Framework 2016**
- **End Youth Homelessness Cymru Campaign 2018**
- The Welsh Government's **'Housing First' approach** introduced in 2018
- The **Substance misuse delivery plan: 2019 to 2022**
- Welsh Government's **Phase 2 Planning Guidance** issued in response to the Covid-19 pandemic
- **Phase 3 planning guidance 2020**
- Additional Welsh Government **investment to address youth homelessness**
- **'Ending homelessness: A high-level action plan: 2021-2026'**, issued by the Homelessness Action Group in 2020
- Requirement for local authorities to produce a **Rapid Rehousing Action Plan** by September 2020
- Commitments within the **Welsh Government's Programme for Government (2021)** and the **Cooperation Agreement between Labour and Plaid Cymru (November 2021)** which impact on housing and homelessness

More information on these legislative and policy arrangements is provided in **Annexe 1**.

Further significant changes will be introduced in July 2022 when the Welsh Government enacts the provisions of its **Renting Homes (Wales) Act 2016**. Key changes, which strengthen the rights and protections of tenants include:

- Replacement of current tenancies and licences, including assured shorthold, assured and secure tenancies with secure occupation contracts (generally issued by community landlords – local authorities and housing associations) and standard occupation contracts (generally issued by private landlords)
- Increased duties on landlords to set out respective duties of the landlord and contract holder (tenant)
- Minimum notice period for termination of a contract where there is no fault to 6 months and requirement for at least 6 months to have elapsed since the start of a contract before any such notice is issued
- Increased protection for contract holders from break clauses, which can only be issued by landlords where certain conditions are met
- Requirement that all rented properties are fit for human habitation and that landlords keep the structure and exterior of the property in good repair
- Protection for remaining tenants subject to a joint contract where one contract-holder leaves the property
- Enhanced contract succession rights for certain groups, including some carers

These changes will have obvious implications for local authorities and other agencies with duties to prevent and relieving homelessness, in terms of existing tenants or contract holders having enhanced protection from the risk of becoming homeless, but also potentially on the availability of suitable properties in an area and private landlords willing to rent.

It is also appropriate to note the requirements of the **Equalities Act 2010** when planning services to prevent homelessness and housing support. This Act brought together a range of former legislation and covers the whole of the UK. It provides protection for people discriminated against because they are perceived to have, or are associated with someone who has, a protected characteristic and places associated duties on service providers.

The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage or civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

In addition, a new Socio-Economic Duty was added in Wales in 2020 which requires public bodies, when making strategic decisions such as deciding priorities and setting objectives, to consider how their decisions might help reduce the inequalities associated with socio-economic disadvantage

## Local/regional Context

### Powys: The County

Geographically, Powys is the largest local authority in Wales with a land area of over 5,179 square kilometres. It is the most sparsely populated authority in Wales and the majority of its residents live in small villages and towns. The largest towns in the County are Newtown, Ystradgynlais, Brecon and Welshpool. Powys encompasses a rigid, mountainous landscape which makes travel and transportation from north to south difficult.

According to the 2019 mid-term estimate, Powys has a population of 133,030 of which 27.6% are aged 65+ (this figure is the second highest among Welsh counties and highest among neighbouring local authority areas). Projections for 2030 are 132,905 and 32.1% respectively<sup>1</sup>.

56.5% of the population are of working age, which is lower than in neighbouring authority areas.

2020 data indicates that 19,845 of 60,240 (33%) of households in the County were single person households. Most migrants to the area were aged between 15 and 29, although between 2015 and 2019 the number of people within this age group leaving Powys exceeded inward migration. Overall, net migration rose more steeply in 2019-20 than at any time since 2003-04.

Economic well-being is above the Welsh average but there are pockets of hidden poverty, associated particularly with rural communities. Areas of Ystradgynlais, Newtown and Welshpool score highly in the Welsh Index of Multiple Deprivation.

More information is provided within the **Needs Assessment** document.

A range of existing **local policies and strategies** are relevant to this Strategy and have informed its development. These include:

- **Powys County Council's Corporate Plan 'Vision 2025'**
- **Powys Wellbeing Plan 'Towards 2040'**
- **Powys Housing Strategy (2016-20)**
- **Delivery Plan to implement the Dyfed Powys Regional Homelessness Strategy within Powys**
- **Powys Homelessness Review 2018**
- **Housing Support Grant Annual Delivery Plan for 2021-22**
- **Regional priorities of the Mid and West Wales Regional Housing Support Collaborative Group (RHSCG)**
- **Joint Health and Care Strategy**
- **Regional Violence Against Women, Domestic Abuse and Sexual Violence Strategy**
- **Substance Misuse Plan**

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<sup>1</sup> <https://en.powys.gov.uk/article/11139/Wellbeing-Information-Bank-View-information-about-Powys-population>

Further details on the above are provided in **Annexe 2**.

### 3. Vision and Principles

The Strategy is underpinned by a local Vision which reflects both the national objective of the HSG of securing 'A Wales where nobody is homeless and everyone has a safe home where they can flourish and live a fulfilled, active and independent life' and broader corporate commitments of the County Council.

Our **vision** is as follows:

***'Statutory, third and private sector partners work effectively together to make sure that people in Powys have access to suitable housing and can stay within their local communities. The right support is available within local communities, to prevent those at risk of becoming homeless from losing their homes. We strive to secure appropriate accommodation as swiftly as possible for those that have become homeless, along with the right kind of personalised support, helping them to a secure future and optimising their wellbeing. Ultimately, we want a Powys where homelessness is prevented or rare, brief and unrepeatable.'***

### 4. Needs Assessment

#### Needs Assessment process

A comprehensive needs assessment was undertaken to inform this Strategy, in line with the requirements set out in Welsh Government guidance for the HSG. This has informed a statement of need which provides a distinct picture of what is known and covers the statutory homeless element and housing support.

The needs assessment was undertaken by Figure 8 Consultancy Services Ltd on behalf of the Council. The research used a range of qualitative and quantitative methods, as follows:

- Review of local and national strategic policy and practice documentation, and other relevant reports and statistical data
- 25 Semi-structured interviews with relevant staff from statutory and third sector organisations
- 7 focus groups with service managers and staff
- Focus groups with people with Lived Experience of homelessness
- A survey of people with Lived Experience of homelessness or the threat of homelessness (to be completed)
- A survey of staff who have experience of supporting people who have been homeless or at risk of homelessness.

The full needs assessment is provided in an accompanying document.

#### Key findings

The needs assessment informed the collation of Strengths, Weaknesses, Opportunities and Threats (SWOT) analyses of key areas. These are included in the full assessment. Key findings in relation to each area were as follows:

**Joint working:**

- Positive spirit of collaboration and active joint working at managerial and operational levels – although there is less compelling evidence of this being present at Local Authority elected Member or Health Board non-executive Member level
- Need to improve coordination across agencies to assess need jointly and provide complex, person-centred support effectively
- Different cultures across partner organisations can stymie effective joint working
- Lack of strategic agreement regarding resources
- Lack of coordination in supporting people with mental health needs

**Temporary accommodation:**

- Wide range of dispersed temporary accommodation without reliance on large-scale hostels
- Lack of triage facility for people in temporary accommodation
- Under-occupancy due to placing of single people in larger temporary accommodation (reflecting the fact that just 6% of homes in Powys across tenures are one bedroomed properties.
- High and lengthening average stay in temporary accommodation
- Need to ensure new build development programme is aimed at preventing and tackling homelessness. Current new build programmes will continue to address this, by freeing up existing properties for those currently, or at risk of being homeless, and as the focus shifts to smaller new homes to reflect identified need across the County

**Current provision to support people who are homeless or threatened with homelessness:**

- Scale and diversity of low-level support is a positive, although some agencies are forced to operate beyond their remit and competence
- Constructive relationship between landlords and low-level support providers
- Complex case officers coordinating support (although without genuinely multi-disciplinary assessment)
- 'Gap in the middle' of provision for people whose needs exceed low level provision but do not warrant specialist support
- Difficulties in staff recruitment by some providers
- Repeat applications for accommodation and support
- Risk of stigmatisation and community opposition to developments for homeless individuals

**Sustainable mainstream housing for people who are homeless or threatened with homelessness:**

- Effective contribution by social housing in Powys to homelessness prevention
- Severe constraints in housing supply
- Lack of one-bedroomed properties within housing stock
- Over-reliance on private rented sector which leads to a market-led approach in relation to rents and risks of potential contraction of the market



- Opportunity for the Council and housing association partners to redress the balance through the new build development programme, spot or block purchase of properties and where appropriate, participation on a case-by-case basis in the Welsh Government's leasing initiative.

## 5. Strategic Priorities

A number of high-level, strategic priorities have been derived from:

- Conclusions of and recommendations from the needs assessment undertaken to inform this strategy (these have been considered by relevant stakeholders and priority areas identified)
- Duties incumbent on the Council under the Housing Act and subsequent policy drivers
- The core aim of preventing homelessness and supporting people to have the capability, independence, skills and confidence to access and/ or maintain a stable and suitable home and the suggested mechanisms for achieving this as stated in the Welsh Government's HSG Guidance
- Assessment of existing regional and local priorities for preventing homelessness and supporting people under the HSG
- Evidence of the impact of emergency response provision brought in during the pandemic, many of which should be maintained and consolidated if long-term demand is to be met effectively
- Findings of the 2018 homelessness review

The priorities are set out below, with high level commitments from the Council and its partners about how these will be taken forward. Detailed actions in support of these commitments are included in the **Action Plan in Annexe 3**.

Additional actions relating to housing support services will be included in the forthcoming HSG Delivery Plan, which will be completed in March 2022 and will align with the findings of the needs assessment and priorities identified within this Strategy.

<p><b>Strategic Priority 1: Take all necessary steps to maximise the housing stock available to address homelessness and take forward requirements in relation to Rapid Rehousing</b></p>
<ul style="list-style-type: none"> <li>• Powys County Council and Housing Association partners will expand their property acquisition and development activity, with particular focus on one-bedroom properties in housing high pressure areas. It should be noted here that this is effective as a solution only in certain instances and other options such as conversion of existing non-residential units need to be pursued in parallel (this reflects the recommendations of a Task and Finish Group of housing providers which reported in May 2021).</li> <li>• We will reflect greater demand being placed on the private rented sector and allocate extra resources accordingly through providing appropriately targeted resources to improve advice and support to households who may need to rent</li> </ul>

privately provided accommodation and supporting the expansion into Powys of the Ceredigion social lettings agency.<sup>2</sup>

- We will actively develop Mortgage to Rent and Mortgage to Shared Ownership Schemes.
- We will consider leasing accommodation, including where appropriate drawing on support from the Welsh Government's leasing initiative, on a case-by-case basis.
- We will consider spot or block purchase of unoccupied properties by the Council and housing associations, making use of the end of restrictions on the Prudential Borrowing capability of Local Authorities.
- We will support those brought into temporary accommodation during the pandemic into long-term, secure accommodation.
- We will provide suitable mainstream accommodation to homeless people as a means of establishing and maintaining contact with range of support providers and delivering essential services more effectively.
- We will conclude County Council's review of the 'Homes in Powys' Common Housing Register's allocation policy and make suitable adjustments to maximise allocations to those currently temporarily accommodated, including redesignating temporary accommodation as permanent accommodation where this can minimise disruption and speed case resolution.
- Powys County Council and Housing Association partners will expand their property acquisition activity, with particular focus on one-bedroom properties in housing high pressure areas.

**Strategic Priority 2: Deliver the homeless persons assessment process promptly and efficiently, ensuring applicants have their support needs assessed by a multi-disciplinary team**

- We will develop multi-disciplinary approach to assessment as a basis for improved, holistic support for individuals, quantification of level, nature and complexity of need.
- We will continue to develop the Case Management approach to the delivery of homelessness and housing advice, providing stable and well-informed one-on-one support to prevent or resolve homelessness.
- We will develop an IT solution to record and manage homelessness applications.<sup>2</sup>

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<sup>2</sup> Taken from priorities identified within 2018 homelessness review

- We will establish a temporary multi-disciplinary homelessness and support needs assessment team to address all new presentations and to reappraise the support needs of those already in temporary accommodation.
- As part of the assessment process, we will offer all those that need it a housing support plan and monitor delivery in collaboration with support providers.

**Strategic Priority 3: Minimise time spent in temporary accommodation is minimised, whilst ensuring support needs are met**

- We will introduce statutory 24/7 homeless supported/triage accommodation service which will include provision for young people. A business case for this is being considered by the Council.
- We will develop sustainable plans and securing resources for enhanced support made available during the pandemic.
- We will develop intensive and assertive support services for those most difficult to house.<sup>2</sup> Action to address this is already underway, through an amendment to the Homes in Powys allocation policy. This approach also aligns with delivery of 'Housing First' and Rapid Rehousing.
- We will enhance digital facilities to enable support to be provided effectively where there is restriction on face-to-face contact; this can also help address challenges of face-to-face provision across a rural area, recognising that physical interaction will always be the preference for some service users including those that do not have access to digital connections.

**Strategic Priority 4: Commission an appropriate range of support services to ensure that in future homelessness is prevented, or where it occurs it is rare, brief and unrepeatd**

- We will further develop joint commissioning approach to optimise impact and use of resources available and build sustainability of providers. Specifically, put in place a Strategic Commissioning Framework, with clearly articulated roles and responsibilities, to implement agreed service developments, accompanied by a Resourcing Statement.
- We will build on multi-agency working to provide appropriate floating support, delivered to communities through locality-based hubs, potentially with clusters providing more localised support where needed. Priority areas are likely to include:
  - Substance misuse
  - VAWDASV
  - Mental health
  - Non-violent relationship breakdown
  - Youth homelessness
- We will ensure housing involvement in the recommissioning and ongoing development of key support such as for substance misuse and VAWDASV

- We will develop a Partnership approach between agencies funded through the Grant, Housing Options Officer (HMOOs), Housing Officers (Interim Accommodation), Homelessness Support Officers, Complex Needs Co-ordinators.<sup>3</sup>
- We will develop links between the RCC and Powys Regional Partnership Board and Public Services Board, to:
  - Further embed a cross-service approach to housing support
  - Agree protocols between services for delivery of joined up support in key areas, drawing on experience during the pandemic and ensuring that respective actions complement rather than frustrate each other
  - Review housing support roles in the light of the above
  - Optimise resources available to augment statutory funding
- We will use data from the multi-disciplinary assessment team and combine this with information from other sources about the prevalence of support needs in the community, an aggregate picture is established that can inform business cases for, and commissioning of, specific services and accommodation that will fulfil the requirements of Rapid Rehousing Transition Plans.

Further commitments setting out how the Council and partners will approach **programme planning, implementation, monitoring and review** are set out below.

- We will develop robust outcomes for the HSG programme and broader strategy, reflecting national, regional, and local priorities and providing a comprehensive picture of impact.
- We will monitor needs of groups with protected characteristics, engage with them to ensure these are met in appropriate ways, and include appropriate measures within outcomes and performance framework to assess their experience.
- We will establish appropriate mechanisms for securing continuous engagement with relevant stakeholders to (1) monitor delivery of the Strategy, (2) assess impact, (3) identify where changes are necessary and (4) develop future priorities.

Work will be undertaken to ensure full alignment of the strategic priorities with other commitments across a range of Council services, for example but not exclusively, care and support and youth services and thereby provide for holistic, joined up services for all sections of the population. As well as optimising outcomes for the individual, this will help ensure best use of available resources.

Particular attention will be given to the recent request from Welsh Government for all local authorities to examine their corporate parenting response in relation to care experienced children and young people and their future accommodation needs. Specifically, Councils will need to respond to the need for:

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<sup>3</sup> Taken from priorities identified within 2018 homelessness review

- An active identification process to ensure care experienced young people presenting as homeless can access all the support they are entitled to in cooperation with children's services
- Multi-agency reviews to be undertaken to identify any gaps within the system or interventions that could have taken place to ensure future similar cases are prevented for care experienced young people presenting as homeless
- Granting 'local connection' status for care experienced young people who are placed out-of-county, when moving on
- Extending Personal Adviser support up to the age of 25

Implementing some of these commitments will require long-term action; whilst tangible impact is expected as implementation progresses, full benefits will often take longer to be realised. This needs to be reflected when allocating funding and monitoring impact.

## 6. Stakeholder Engagement

The following stakeholders were engaged with through the needs assessment process:

### 1:1 Interviews: (25)

- Powys County Council – Housing and Housing Support (7)
- POBL – (5)
- Money saviour (1)
- Brecon mind (1)
- Mid and North Powys Mind (1)
- Calan (1)
- Family Crisis (1)
- PAVO (1)
- Ponthafren (1)
- Sense (1)
- Severn Wye (1)
- Kaleidoscope (1)
- Powys Teaching Health Board (2)
- NHS Wales (1)
- Newydd (1)

### Stakeholder sessions (3)

- Housing providers – 6 social housing provider reps and 1 Powys Council representative
- Support providers – (6)
- POBL (3)
- Powys County Council (1)
- Money saviour (1)
- Ponthafren (1)

- Sense (3)<sup>4</sup>

### Staff focus groups (4)

- POBL – 4 sessions / 24 participants

### Stakeholder Feedback

Details of feedback from providers and service users will be included in final needs assessment due at the end of the month. This will be updated after the initial submission.

## 7. Impact Assessments

### Impact Assessment Process

A comprehensive Integrated Impact Assessment (IAA) has been undertaken in support of the HSP Strategy, which has entailed drawing upon data collated through multi-agency and joint working approaches that have been embedded over the past few years, regular engagement with residents, landlords and tenants and ‘assertive outreach’ efforts targeted at people who have difficulty engaging with services for whatever reason.

We provide a summary below of the anticipated impact of this Strategy on residents and communities. We are developing mitigating actions to address areas assessed as neutral. Our full Impact Assessment is available on request.

### Summary findings

Powys County Council wellbeing objectives	How does the Strategy impact on this objective?	Impact
Health and Care – We will lead the way in providing effective, integrated health and care in a rural environment	Improved alignment between HSG, Adult Social Care, Health and third sector	Good
Learning and skills – We will strengthen learning and skills	Strategy commits to digital inclusion projects and to supporting development of coping and resilience mechanisms	Good
Residents and communities – We will support our residents and communities	Strategy aims to protect people from homelessness and integrate provision across the County including in rural areas	Good
Welsh Government’s wellbeing goals	How does the Strategy contribute to this goal?	Impact
A prosperous Wales	Strategy commits to providing support close to home reducing the need to travel	Good

<sup>4</sup> Sign- language interpreted

	It will provide employment opportunities in relation to provision of support Support will help people to stay connected	
A resilient Wales	Appropriate housing enhances community resilience Removing threat to people's housing enhances mental health and wellbeing and encourages people to contribute to society at large	Good
A healthier Wales	The Strategy brings housing and health-related streams together, including the Powys Common Housing Allocations Policy, Mental Health services and disability services with the aim of helping residents lead happy and healthy lives Expansion of 'Housing First' approach will reduce homelessness for 'hard to house', 'non-engagers' and people repeatedly homeless	Good
A Wales of cohesive communities	Availability of high-quality homes and sustainable tenancies contributes to cohesive communities	Good
A globally responsible Wales	Strategy aims to provide good housing which is a human right The County Council commits to working with partners to lead a coordinated programme to increase availability of housing Housing related support will improve wellbeing of recipients	Good
A Wales of vibrant culture and thriving Welsh language	Support will be provided through the medium of Welsh as far as possible Providers will be supported in promoting the Welsh language Secure, appropriate -long term housing can encourage people to engage with their communities and participate in leisure activities  Recruitment of Welsh speaking staff is a requirement to fully deliver our commitments	Neutral
A more equal Wales	Age:	Good

	Older people will benefit from enhanced local support	
	Disability: Strategy commits to appropriate support to people with a disability Links will be developed with specialist support for people with learning disabilities, mental health problems, sensory disabilities, autistic spectrum disorder and dementia	Good
	Gender reassignment: Strategy aims to impact positively on people with protected characteristics in terms of their health and wellbeing. Specific training on gender reassignment will improve staff understanding of the experiences of people who have undergone gender reassignment of are exploring it	Neutral
	Marriage or civil partnership: No direct impact Strategy Action Plan commits to monitoring needs of groups with protected characteristics, engaging with communities and monitoring impact of services provided	Neutral
	Race: The Strategy aims to provide appropriate support to vulnerable people regardless of race. Providing support through first or preferred language of choice needs to remain a focus	Good
	Religion or belief: No direct impact Strategy Action Plan commits to monitoring needs of groups with protected characteristics, engaging with communities and monitoring impact of services provided	Neutral
	Sex: Strategy aims to support people regardless of gender Commissioned services will be available to makes and females subject to appropriate safety considerations (some services such as women's and men's	Good



	domestic abuse services) are gender-specific	
	Sexual orientation: No direct impact Strategy Action Plan commits to monitoring needs of groups with protected characteristics, engaging with communities and monitoring impact of services provided	
	Pregnancy and maternity: Strategy aims to improve access to support for those affected by domestic abuse and vulnerable families, both groups where there is likely to be a comparatively large proportion of mothers or expectant mothers and provide crisis support	Good
	Socio-economic duty: Strategy emphasises the importance of secure housing, aligned with employment opportunities, in the development and promotion of safe, thriving communities Strategy promotes education, training and employment Delivery of the HSP will result in greater numbers living independently and contributing to the economy	Good

## 8. Implementing, Monitoring and Reviewing the Strategy

### Working with Partners

As the Public Policy Institute for Wales summarises in its Tackling Homelessness, A Rapid Evidence Review 2015 report:

‘The evidence shows that homelessness is a complex problem. It often has multiple causes that interact with one another in ways that vary at the individual level and require engagement with multiple policy areas’.

The root causes that lead to homelessness and/or evident housing support needs among vulnerable individuals and households are profoundly interconnected. Therefore, the successful implementation of this Strategy fundamentally depends on co-ordination, joint planning, commissioning, and delivery of services (by both internal local authority departments, statutory partners and the housing sector).

We will continue to work with a range of partners including, of course, Housing Associations and the Private Rented Sector. In practice, wider collaboration across services is required and this is achieved in Powys through participation in the Mid

and West Wales RHSCG which covers the Powys and Hywel Dda University Health Board areas. Whilst the County Council is not directly accountable to the RHSCG, the regional structures provide a forum for practice sharing, spreading proven effective practice, and addressing common opportunities and challenges. This has included joint working on the development of local HSP strategies across the region and the RHSCG will also oversee delivery of regional priorities emerging from local plans.

Similarly, the Powys Regional Partnership Board (RPB) provides an obvious mechanism for engaging with health, social care and other partners responsible for the delivery of care and support in the County. It provides an ideal forum for collaboration, for example in the commissioning of services which promote wellbeing of citizens through the provision of appropriate housing and related support. Current strengthening of RPBs in response to the recent White Paper 'Rebalancing Care and Support' (2021) presents an opportunity for further development of these links, ensuring that health and care services align with housing support and supporting a person-centred approach. This is reflected in the identified strategic priorities supporting actions.

Existing links will also continue with the Area Planning Board for Substance Misuse Services and the VAWDASV Strategic and Delivery Groups, to ensure alignment of services and approaches to support as well as optimisation of available resources.

### Funding Sources

Implementation of this Strategy and delivery against the identified strategic priorities will require significant investment. This comes from a variety of sources, including:

- The HSG allocation to the region, which totalled £6.9m in 2021-22 and in respect of which indicative allocations of the same amount are in place for the coming three financial years
- The Council's Housing Revenue Account
- The Social Housing Grant
- Phase 1 and 2 of the Economic Resilience Fund and the Hardship Fund, both established in the wake of the Covid-19 pandemic

Allocation of resources to support specific actions will be finalised at implementation stage and, for Housing Support Services, reflected in the forthcoming HSG Delivery Plan.

### Monitoring, Reviewing and Evaluation Arrangements

The HSP Strategy is framed over a 4-year period and implementation will be subject to ongoing review, including a formal mid-point review after 2 years.

Implementation will be overseen by the Homelessness and Housing Support Grant Management Board, which has responsibility for delivery of the HSG programme and associated resources within the wider housing and homelessness context. The Board will monitor delivery of the priorities and receive reports on outcomes and impact. It meets quarterly and is chaired by Powys County Council's Cabinet Member for Housing.



## Annex 1: National legislation and policy

Details of legislation (both housing-related and more general), policy drivers and other strategic developments affecting the context in which this Strategy operates are set out below.

- The **Social Services and Wellbeing (Wales) Act 2014**

The Act provides the power to create a coherent legal framework for Social Services in Wales.

It intends to reform and integrate social services law for people and make provision for:

- Improving the well-being outcomes for people who need care and support, and carers who need support;
- Co-ordination and partnership by public authorities with a view to improving the well-being of people.

There are 6 strategic priorities outlined in the Act:

- Maintaining and enhancing the wellbeing of people in need.
- A stronger voice and real control for citizens.
- Strong Direction and Local Accountability.
- Safeguarding and Protection.
- Regulation and Inspection.
- Services (Adoption and Transition).

The Act recognises the increase in the number of people accessing social services. In order to help meet and reduce the demand it outlines the need for increased comprehensive early intervention and intensive support services. There is a duty for local authorities to maintain and enhance the wellbeing of people in need in areas such as education, training and recreation, social and economic wellbeing and physical, mental health and emotional wellbeing.

The Act also included 'When I'm Ready' arrangements which enable young people in foster care to remain with their carers beyond the age of 18

- The **Wellbeing of Future Generations (Wales) Act 2015**

The Act seeks to strengthen existing governance arrangements for improving the social, economic and cultural wellbeing of Wales to ensure that present needs are met without compromising the ability of future generations to meet their own needs. Public bodies listed in the Act need to think about the long term, work better with people and communities and each other and look to prevent problems and take a more joined up approach.

For the first time public bodies listed in the Act must do what they do in a sustainable way. Public bodies need to make sure that when making decisions they take into account the impact they could have on people living their lives in Wales in the future.

It will expect them to:

- Work together better
  - Involve people reflecting the diversity of our communities
  - Look to the long term as well as focusing on now
  - Take action to try and stop problems getting worse – or even stop them happening in the first place
- The **Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015**

The Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act aims to:

- Improve the public sector response in Wales to such abuse and violence.
  - Improve arrangements to promote awareness of, and prevent, protect and support victims of gender-based violence, domestic abuse and sexual violence
  - Introduce a needs-based approach to developing strategies which will ensure strong strategic direction and strengthened accountability
  - Ensure strategic level ownership, through appointment of a Ministerial Advisor who will have a role in advising Welsh Ministers and improving joint working amongst agencies across this sector
  - Improve consistency, quality and join up of service provision in Wales
- Publication in 2016 of **‘Preventing Homelessness and Promoting Independence’** – essentially a pathway to economic independence for young people through housing advice, options and homelessness prevention
  - Publication in 2016 by Barnardos of the **Care Leaver Accommodation and Support Framework** aimed at supporting effective planning and provision of housing and support for young people and care leavers
  - A series of focused campaigns including the **End Youth Homelessness Cymru Campaign 2018**, focusing on the needs of the LGBT+ community, supporting those with mental health issues and reducing links between homelessness and educational disengagement and the care system
  - Introduction by Welsh Government in 2018 of the **‘Housing First’** recovery-orientated approach to ending homelessness that centres on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional support and services as needed.
  - The **Substance misuse delivery plan: 2019 to 2022 (Wales)**

A national Delivery Plan to address substance misuse was published in October 2019 setting out the Welsh Government’s key policy and operational priorities for the coming years in this area. The Plan has since been reviewed to consider where it needs to be updated in light of COVID-19 - particularly to meet the new challenges ahead.

The review considered the evidence highlighted by Area Planning Boards (APBs) and wider partners. It concluded that the original priority areas for the next three

years remain relevant and have been reinforced during the pandemic. These priority areas are:

- Responding to co-occurring mental health problems which are common in substance misuse.
  - Ensuring strong partnership working with housing and homelessness services to further develop the multi-disciplinary approach needed to support those with substance misuse issues who are homeless or at risk of homelessness.
  - Ensuring that all prisons in Wales (and HMP Eastwood Park, women's prison) have a coordinated, transparent and consistent service for those with substance misuse problems in prison.
  - Providing further support for families and carers of people who misuse substances.
  - Improving access to services and ensuring people get the support and treatment when they need it. • Strengthening our multiagency working and care planning to meet people's needs
  - Tackling dependence on prescription only medicines (POM) and over the counter medicines (OTC).
  - Ensuring that appropriate and responsive alcohol misuse services are in place following the implementation of the Public Health (Minimum Price for Alcohol) (Wales) Act 2018 on 2 March 2020.
- 
- A renewed emphasis, in response to the Covid-19 pandemic on reducing street homelessness by providing temporary accommodation solutions, leading to publication by Welsh Government of **Phase 2 planning guidance** requiring local authorities and their partners to plan to ensure that all those brought into temporary accommodation are supported into long term accommodation, that the emphasis remains on prevention and keeping homelessness a rare, brief and non-repeated experience. Much of what is in this Phase 2 guidance is now signalled to become standard practice for years to come, with clear implications for housing providers, those providing support services and the levels of resources that will be required. At its heart is the concept of 'Rapid Rehousing' - providing homeless people with long-term housing and, if necessary, intensive support to help them retain their accommodation and thrive. All local authorities are required to develop a move on protocol for rehousing individuals in temporary accommodation into permanent accommodation, based on personal need.
  - **Phase 3 planning guidance (2020)** supporting the design and development of resilient, sustainable services for the future
  - **Significant additional investment by Welsh Government**, notably £10m in 2019-20 to tackle youth homelessness through enhancing current provision and developing new services; and launch of a £4.8m innovation fund in 2019-20 supporting 26 projects across Wales to new and innovative approaches to housing support
  - A report to Welsh Government from the Homelessness Action Group in 2020 providing a holistic policy perspective to ending homelessness and the Government's response in the form of a consultation document entitled '**Ending homelessness: A high-level action plan: 2021-2026**', building on Phase 2 planning guidance.

- A requirement on Local Authorities to finalise a **Rapid Rehousing Transition Plan** by the end of September 2022.
- Specific strategic commitments within Welsh Labour's **Programme for Government (2021)**, as follows:
  - Fundamentally reform homelessness services to focus on prevention and rapid rehousing.
  - Building 20,000 new low carbon social homes for rent over the period 2021 to 2026.
  - Support co-operative housing, community-led initiatives, and community land trusts.
  - Develop a national scheme restricting rent to local housing allowance levels for families and young people who are homeless or are at risk homelessness.
  - Ensure Rent Smart Wales landlords respond quickly to complaints of racism and hate crime and offer anything appropriate support.
- Further commitments within the **Labour/ Plaid Cymru Cooperation Agreement (November 2021)**, as follows:
  - Take immediate and radical action to address the proliferation of second homes and unaffordable housing, using the planning, property and taxation systems
  - Establish Unnos, a national construction company, to support councils and social landlords to improve the supply of social and affordable housing.
  - Publish a White Paper to include proposals for a right to adequate housing, the role a system of fair rents (rent control) could have in making the private rental market affordable for local people on local incomes and new approaches to making homes affordable.
  - End homelessness through reform of housing law, enacting the Renting Homes Act to give renters greater security and implementing the Homeless Action Group recommendations

## Annex 2: Local policy and strategies

A number of existing policies and strategies, at local and regional level, have informed this Strategy. Summary details of these are provided below.

**Powys County Council's Corporate Plan 'Vision 2025'** which commits to:

- Improving the availability of affordable and sustainable housing, so that people have greater variety of where to live and stay within their communities
- Ensuring that by 2024 people get the right help and support they need to prevent homelessness. This will be achieved through (1) expanding and improving the effectiveness of locality-based support to help prevent homelessness and social isolation; (2) developing housing options for people with special accommodation needs including young people, people with learning disabilities, people experiencing domestic or sexual abuse and people with disabilities and sensory impairment; and (3) improving services to help people whose well-being and tenancy sustainability is at risk as a consequence of hoarding behaviours impairment.

The **Powys Wellbeing Plan 'Towards 2040'**, published in 2018 in response to the Wellbeing Assessment, which:

- Identifies 12 wellbeing steps which include implementing more effective structures that enable a multiagency, community focused response to wellbeing, early help and support
- Sets out a series of Wellbeing Local Objectives including (1) a strong and stable economy improving wages, reducing poverty and disadvantage and improving people's overall health and wellbeing; and (2) people in Powys being healthy, socially motivated and responsible, with people having more choice and being able to access the types of home they want

The corporate commitments of the Council and its partners sit alongside a number that relate specifically to housing. These include:

- **A Housing Strategy** (2016-20) which sets an agreed vision and direction of travel that the Council and its key partners have developed to address the main housing and housing-related challenges it faces. Under a stated vision of 'Ensuring a secure future in suitable housing for everyone in Powys', the Strategy contains the following aims and objectives:

**Aim: To identify and meet the housing needs of Powys**

- To identify the housing needs of Powys
- Meeting the housing needs of the citizens of Powys by developing new homes
- Re-modelling housing and support services to meet the needs of identified populations

**Aim: To maximise the impact of housing expenditure on the economy of Powys**

- Home Grown Homes in Powys
- Recognising the impact of housing investment on the local economy



**Aim: To ensure that housing contributes to the delivery of stronger communities in Powys**

- Improving the quality of existing housing and neighbourhoods
- Improving the management of the housing stock
- Tackling fuel poverty
- Promoting financial and digital inclusion

Under the objective of re-modelling housing and support services to meet the needs of identified populations, the Strategy commits to an outcome of developing seamless early intervention and prevention services for the citizens of Powys. The key mechanism for this is identified as the Supporting People Programme Grant (now the Housing Support Grant).

- **A Delivery Plan to implement the Dyfed Powys Regional Homelessness Strategy within Powys**, addressing the following priorities:
  - Continue to evolve and harness community-based services to assist in the prevention of homelessness
  - By utilising intelligence, explore how we can focus support to households in those localities which are producing the highest proportion of homelessness cases
  - Utilise IT systems and technology to prevent homelessness by ensuring systems are in place which flag up issues early to trigger help and advice as early as possible
  - In partnership with key agencies explore how a multi-agency case management approach can evolve to meet the needs of households who revolve around the homeless system and place demands on a variety of services
  - In partnership with local stakeholders and other statutory services, explore whether a 'Housing First' approach can be developed to support those with the most complex needs
  - To explore with Housing Association and private landlord partners how to develop affordable and sustainable housing options for single people
  - Develop close partnership working with DWP/Job Centre+ to mitigate any impact the introduction of Universal Credit may have on household's ability to retain their tenancies
- **Findings from a Homelessness Review** conducted in 2018 which considered statutory duties and a range of policy drivers, the existing response of the Council and its partners to homelessness duties and the broader local policy context and identified a series of priorities to consider moving forward. These are currently being considered for progression and are reflected in the strategic priorities listed in Section x and in the accompanying action plan. They are as follows:
  - Development of an IT solution to record and manage homelessness applications
  - Development of a Partnership approach between agencies funded through the Grant, Housing Management Options Officers (HMOOs), Homelessness

Prevention Options Officers (HPHOOs), prevention hubs and community connectors

- Reflecting greater demand being placed on the private rented sector and allocating extra resources accordingly
- Development of intensive and assertive support services for those most difficult to house
- Critically, the **Housing Support Grant Annual Delivery Plan for 2021-22** which sets out clear priorities for the programme and underpinning principles reflecting national guidance (for example focus on prevention and early intervention; supporting those directly affected by homelessness and those for whom social isolation impairs enjoyment of their home; person-centred services; accessibility; effective collaboration between commissioners and providers; continuous improvement through self-evaluation and innovation; and measuring effectiveness through qualitative and quantitative indicators.

Priorities within the Plan are framed around the ultimate aim of ending homelessness in Powys and combatting the specific problems caused by Covid-19. They are as follows:

- Locality-based support, through the establishment of support bases across the County and outside of the main towns
- Specialist support for people suffering from mental ill health, experience of domestic abuse, those with a sensory impairment, people with learning disabilities and people facing homelessness due to debt or threat of eviction through multi-agency working and increased use of digital solutions
- Therapeutic initiatives for people who hoard, provided by RSLs, private landlords and available for owner occupiers and enhanced by improved coordination across support and housing management networks
- Support for older and disabled people, including the provision of free community alarms where needed
- Building community resilience in Builth Wells through multi-agency support provided via a community hub
- The Powys HSG Annual Delivery Plan also reflects regional priorities adopted by the **Mid and West Wales Regional Housing Support Collaborative Group (RHSCG)** which comprises representatives from statutory housing services alongside landlord and provider organisations. HSG officers' work is closely aligned with statutory housing services, with officers integrated into housing options teams, enabling sustainable solutions to be identified for households threatened with homelessness or already homeless wherever possible.
- In addition to these corporate and housing-specific policies and strategies, the Council and its partners have other strategies in place which are relevant and provide important mechanisms for tackling homelessness and providing effective, person-centred housing support. Key among these is the **Joint Health and Care Strategy** for the County designed to improve health and wellbeing across three life stages – 'start well', 'live well' and 'age well'. The Strategy reflects the value placed on prevention within the Social Services and Wellbeing (Wales) Act in seeking to ensure that people are supported as soon as possible to have their care and support needs met. The Strategy is based on core principles which

include using public services wisely so that health and care services focus on the things they should be doing, and people and individuals and communities taking responsibility as equal partners for their health and wellbeing. It also prioritises addressing mental health issues, stating that ‘Improving mental health is a critical issue for people of all ages and its impact is cross cutting, affecting life chances; learning, home life, employment, safety, physical health, independence and life expectancy’.

There are other regional strategies reflecting the national drivers listed in the previous section which also have a bearing on the Council’s Housing Support approach. These are supported by local delivery plans and are listed below.

- In response to the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015, partners adopted a **Regional Violence Against Women, Domestic Abuse and Sexual Violence Strategy** in 2018. Known as ‘Safer Lives Healthier Relationships’, the strategy commits to a *‘one public sector’ commissioning model rather than commissioning in silo; a consistent, collaborative and integrated approach to the commissioning of Violence against women, Domestic Abuse and Sexual Violence [VAWDASV] services across the region; maximising resources available from a range of public service commissioners including Local Authorities, Health, Police and Police and Crime Commissioners and determining who is best placed to lead the commissioning of different service elements as part of an integrated, collaborative commissioning model.*”

Subsequently partners across Mid and West Wales agreed an outline Service Specification Framework for Domestic Abuse services in the region. Alongside general awareness raising activities, programmes aimed at perpetrators and specific services for children and young people, the framework also incorporates accommodation-based services, including refuges, safe houses, dispersed units and supported accommodation and community-based support such as floating support, outreach, counselling and mediation services. A series of underpinning principles are designed to ensure services provided are person-centred; co-produced; promote independence; are accessible to people from all communities, focus on preventative support; provide value for money; and optimise wellbeing outcomes for individuals.

A core element of the Service Specification Framework is protection and support. Here partners commit to ensuring support is tailored to the individual; is coordinated through a key worker model; and includes one to one and peer support. Specifically, support should include:

- Accommodation including refuges, safe houses, dispersed units and supported accommodation
- Floating support for victims, regardless of accommodation type.

Within this context, Powys County Council set out a local service specification, part-funded through the Housing Support Grant, for the development and implementation of a ‘holistic model for preventing Domestic Abuse and supporting those on whom Domestic Abuse directly impacts both male and female survivors and their families’.

This includes:

- Providing women with **access to safe and appropriate accommodation** through developing a clear and robust interface with a range of accommodation options
- **Delivering crisis support** which include facilitation of safe 'crisis/ emergency' accommodation or alternative accommodation
- Providing **recovery support** to women or men fleeing abuse in need of refuge/ safe accommodation and to help them move on from crisis accommodation to permanent, safe and appropriate accommodation at the earliest opportunity and live independently and safely
- Supplying **preventative services** such as working with individuals and families to help them stay safely on or reclaim their homes without risk
- **Services specifically for children and young people** affected by Domestic Abuse, such as ensuring that that are made homeless continue to have their accommodation needs met alongside others relating to health and wellbeing, social care and education
- **General awareness raising services** including working with locality housing related support to improve intelligence and early intervention
- **Substance misuse plan** - An independent needs assessment for substance misuse services in Powys was commissioned by the Powys APB in 2021. This assessment involved close engagement with a range of stakeholders. The conversations undertaken as part of the assessment identified an important link between substance misuse and homelessness or lack of sustainable accommodation and highlighted the critical contribution of housing staff in supporting people involved in substance misuse.

A specific recommendation, amongst others identified to ensure appropriate future services for people who experience problems with alcohol and/ or drugs across Powys, is for the APB to focus on '**ensuring strong partnership working with housing and homelessness services to further develop the multi-disciplinary approach needed to support those with substance misuse issues who are homeless or at risk of homelessness**'.

## Annex 3: Action Plan

***This Action Plan is under development and will continually evolve as a dynamic action plan.***

***Final actions will be designed to align with those being taken forward by other Council services, for example, but not exclusively, care and support and youth services, thereby providing for holistic, joined up services for all sections of the community and optimising outcomes for individuals.***

Priority	Action required to deliver the priority	Timescales/By When	Lead Person	Outcome/Outputs
<b>Strategic Priority 1: Take all necessary steps to maximise the housing stock available to address homelessness</b>				
Powys County Council and Housing Association partners will expand their property acquisition and development activity, with particular focus on one-bedroom properties in housing high pressure areas	Encourage through the Programme Delivery Plan and Empty Homes Action Plan provision or the planned provision of a net increase in smaller, secure accommodation.	March 2023	Service Manager– Housing Resources	Increased supply of suitable social housing for single person homeless applicants.
We will reflect greater demand being placed on the private rented sector and allocate extra resources accordingly through providing appropriately targeted resources to improve advice and support to households who may need to rent privately provided accommodation and supporting the expansion into Powys of the Ceredigion social lettings agency	To introduce a Social Letting Agency covering the whole of Powys (Partnership with Barcud)?	March 2023	Service Manager– Resources	Increased supply of suitable Private Rented Sector accommodation
We will actively develop Mortgage to Rent and Mortgage to				



<b>Priority</b>	<b>Action required to deliver the priority</b>	<b>Timescales/By When</b>	<b>Lead Person</b>	<b>Outcome/Outputs</b>
Borrowing capability of Local Authorities				
We will support those brought into temporary accommodation during the pandemic into long-term, secure accommodation				
We will provide suitable mainstream accommodation to homeless people as a means of establishing and maintaining contact with range of support providers and delivering essential services more effectively	To enable single homeless applicants to actively be considered for limited demand 2 bedroom social housing through implementation of proposed 'Homes in Powys' Allocation Policy amendment.	September 2022	<b>Service Manager - Housing Communities</b>	Increased supply of suitable social housing for single person homeless applicants.
	To further develop the Council's 'Housing First' model	September 2022	<b>Service Manager - Housing Communities</b>	Targeted wrap around intensive support that enables individuals with chaotic lifestyles to sustain their tenancies
We will conclude County Council's review of the Common Housing Register's allocation policy and make suitable adjustments to maximise allocations to those currently temporarily accommodated, including redesignating temporary accommodation as permanent accommodation where this can minimise disruption and speed case resolution				

Priority	Action required to deliver the priority	Timescales/By When	Lead Person	Outcome/Outputs
Powys County Council and Housing Association partners will expand their property acquisition activity, with particular focus on one-bedroom properties in housing high pressure areas				
<b>Strategic Priority 2: Deliver the homeless persons assessment process promptly and efficiently, ensuring applicants have their support needs assessed by a multi-disciplinary team</b>				
We will develop multi-disciplinary approach to assessment as a basis for improved, holistic support for individuals, quantification of level, nature and complexity of need	To further develop a rigorous approach to homeless case management.	June 2022	Area Manager – Housing Communities	Timely, appropriate discharge of homeless duties
We will continue to develop the Case Management approach to the delivery of homelessness and housing advice, providing stable and well-informed one-on-one support to prevent or resolve homelessness	To introduce regular quality assurance checks centred on personal housing plans which reflected individual circumstances.  Assessment placements (24/7 accommodation) for vulnerable young people to assess their ability to live independently and the extent of their support needs	June 2022	Homeless Strategy & Housing Support Manager  Housing / Health / Youth Service /Children’s Services	Person centred, partnership approach to both homeless prevention and alleviation.  Assessment placements available within 24/7 supported schemes for vulnerable young people
We will establish a temporary multi-disciplinary homelessness and support needs				



Priority	Action required to deliver the priority	Timescales/By When	Lead Person	Outcome/Outputs
assessment team to address all new presentations and to reappraise the support needs of those already in temporary accommodation				
As part of the assessment process, we will offer all those that need it a housing support plan and monitor delivery in collaboration with support providers				
<b>Strategic Priority 3: Minimise time spent in temporary accommodation is minimised, whilst ensuring support needs are met</b>				
We will introduce statutory 24/7 homeless supported/triage accommodation service which will include provision for young people. A business case for this is being considered by the Council	Progress development of 24-7 Instant Access Triage Centres project.  16/17 year olds and other vulnerable young people 18-25 to be supported in 24/7 supported accommodation instead of isolating temp accommodation and B&B which exacerbates issues, increasing likelihood of perpetual homelessness	March 2023	<b>Service Manager– Housing Resources</b>  Housing / Children’s Services / Youth Service	Early assessment of needs to tailor both temporary and then permanent accommodation to resolve and reduce the risk of homelessness  24/7 supported placements
We will develop sustainable plans and securing resources for	To monitor both the take up of support referrals to partner	March 2023	<b>Homeless Strategy &amp; Housing Support Manager</b>	Timely support provided and reduced time spent in

Priority	Action required to deliver the priority	Timescales/By When	Lead Person	Outcome/Outputs
enhanced support made available during the pandemic	organisations and impact on move-on from temporary accommodation			temporary accommodation.
We will develop intensive and assertive support services for those most difficult to house. Action to address this is already underway, through an amendment to the Homes in Powys allocation policy. This approach also aligns with delivery of 'Housing First' and Rapid Rehousing	To give additional preference to Section 75 (Final Duty) Homeless Applicants through implementation of proposed 'Homes in Powys' Allocation Policy amendment.	September 2022	<b>Service Manager – Housing Communities</b>	Increased access to suitable social housing; Reduced time spent in temporary accommodation.
	To off-set use of Bed & Breakfast through different households sharing currently under-occupied temporary accommodation.	September 2022	<b>Area Manager – Housing Communities</b>	Reduced use of B&B accommodation and overall temporary accommodation provision.
We will enhance digital facilities to enable support to be provided effectively where there is restriction on face to face contact; this can also help address challenges of face to face provision across a rural area, recognising that physical interaction will always be the preference for some service users including those that do not have access to digital connections				
<b>Strategic Priority 4: Commission an appropriate range of support services to ensure that in future homelessness is prevented, or where it occurs it is rare, brief and unrepeated</b>				
We will further develop joint commissioning approach to optimise impact and use of resources available and build	Housing first capacity to be increased in the Housing First for Youth project and an equivalent designated and		Youth Service /HSG Lead / Housing	More Housing First packages of support available Appropriate capacity to manage Housing First effectively with sufficient and

Priority	Action required to deliver the priority	Timescales/By When	Lead Person	Outcome/Outputs
<p>sustainability of providers. Specifically, put in place a Strategic Commissioning Framework, with clearly articulated roles and responsibilities, to implement agreed service developments, accompanied by a Resourcing Statement</p>	<p>specialist team to be created for the 25+ scheme            Early Intervention and prevention – identification of those at risk of future homelessness and targeted family mediation and youth support via Youth Service / Early Help            Strategic and operational links to Start Well board in order that service developments and interventions and maximise support for young people at risk of future homelessness</p> <ul style="list-style-type: none"> <li>• Strategic alignment of support services across Health, PCC and 3<sup>rd</sup> Sector provision</li> </ul> <p>Training and upskilling of staff in vital areas such as trauma informed approaches and neurodiversity including ASD and ADHD</p>		<p>Youth Service</p> <p>Housing / Youth Service</p> <p>Housing / Health / Youth Service</p> <p>HSG lead?</p> <p>Youth Service / Children's Services</p>	<p>necessary support for staff            An Early Identification mechanism for those at risk of future homelessness            Family mediators and youth targeted support            Risk of future homelessness cited and prioritised in relevant service development plans</p> <p>Aligned and joined up strategic policy around tackling homelessness            Improved transition pathway for 16-25 year olds</p> <p>Mandatory training matrix            All relevant staff upskilled</p> <p>Independent Living Skills programmes accessed by young people transitioning to independent living.</p>

Priority	Action required to deliver the priority	Timescales/By When	Lead Person	Outcome/Outputs
	<p>which all have significant impact on the ability to manage independent living and tenancies successfully</p> <p>Independent Living Skills programmes to be developed in partnership with Children's Services, Detached Youth and third sector partners</p>			
<p>We will build on multi-agency working to provide appropriate floating support, delivered to communities through locality-based hubs, potentially with clusters providing more localised support where needed. Priority areas are likely to include:</p> <ul style="list-style-type: none"> <li>• Substance misuse</li> <li>• VAWDASV</li> <li>• Mental health</li> <li>• Non-violent relationship breakdown</li> <li>• Youth homelessness</li> </ul>	<p>To explore feasibility of current supported housing provision to meet individuals with high support needs.</p>	<p>June 2022</p>	<p><b>Service Manager – Housing Communities</b></p>	<p>Supported housing provision fully aligned</p>
	<p>To set up mental health wellbeing support for homeless people.</p>	<p>March 2023</p>	<p><b>Service Manager – Housing Communities</b></p>	<p>Meet increased demand for mental wellbeing support for individuals below threshold for statutory services.</p>
<p>We will ensure housing involvement in the recommissioning and ongoing development of key support such as for substance misuse and VAWDASV</p>				

Priority	Action required to deliver the priority	Timescales/By When	Lead Person	Outcome/Outputs
We will develop a Partnership approach between agencies funded through the Grant, Housing Options Officer (HMOOs), Housing Officers (Interim Accommodation), Homelessness Support Officers, Complex Needs Co-ordinators				
<p>We will develop links between the RCC and Powys Regional Partnership Board and Public Services Board, to:</p> <ul style="list-style-type: none"> <li>• Further embed a cross-service approach to housing support</li> <li>• Agree protocols between services for delivery of joined up support in key areas, drawing on experience during the pandemic and ensuring that respective actions complement rather than frustrate each other</li> <li>• Review housing support roles in the light of the above</li> <li>• Optimise resources available to augment statutory funding</li> </ul>	To review information provided by Housing Services relating to partner organisation to ensure it is both current and correct.	September 2022	<b>Homeless Strategy &amp; Housing Support Manager</b>	Improved quality of advice for households threatened with homelessness.
We will use data from the multi-disciplinary assessment team and combine this				

Priority	Action required to deliver the priority	Timescales/By When	Lead Person	Outcome/Outputs
with information from other sources about the prevalence of support needs in the community, an aggregate picture is established that can inform business cases for, and commissioning of, specific services and accommodation that will fulfil the requirements of Rapid Rehousing Transition Plans				
<b>Programme planning, implementation, monitoring and review</b>				
Develop robust outcomes for the HSG programme and broader Strategy, reflecting national, regional and local priorities and providing a comprehensive picture of impact				
Monitor needs of groups with protected characteristics, engage with them to ensure these are met in appropriate ways, and include appropriate measures within outcomes and performance framework to assess their experience				
Establish appropriate mechanisms for securing continuous engagement with relevant stakeholders to (1) monitor delivery of the Strategy, (2) assess impact, (3)				

Priority	Action required to deliver the priority	Timescales/By When	Lead Person	Outcome/Outputs
identify where changes are necessary and (4) develop future priorities				