

### Housing Support Strategy 5 year Action Plan 22-26

#### Initial Action Plan put in place in 2022/23

(Please note this action plan will be reviewed annually and additional actions may be added)

|   | Housing Support Strategy Priority                                  | Action required to deliver the priority   | Timescales <ul style="list-style-type: none"> <li>• Short term &lt;1 year</li> <li>• Medium 1-2 years</li> <li>• Long Term &gt;3 years</li> </ul> | Lead   | Outcome/Outputs   |
|---|--|---|---|--|---|
| 1 | Strengthen and increase services in place to prevent homelessness. | Ensure appropriate increase in resources for statutory homelessness service to deal with increase in demand and provide capacity for a refocus on preventive work.            | Short   | H/O Manager  | Appointment of new posts within Housing Options Team.   |
| 1 | Strengthen and increase services in place to prevent homelessness. | Develop pre-eviction protocols with all housing and supported housing providers and understand reasons for abandoned tenancies, embedding PIE and trauma informed approaches. | Medium  | HSG Planning Performance and Development Officer / Ops Manager for Community Housing | No evictions into homelessness across supported housing and social housing sector.  |
| 1 | Strengthen and increase services in place to prevent homelessness. | Develop further a set of dashboard measures that will inform needs, gaps and priorities and accurately report progress towards ending homelessness and support                | Short   | Housing Support Grant (HSG) Commissioning Team / Ops Manager for Community Housing   | Measures in place for: <ul style="list-style-type: none"> <li>• Repeat homelessness</li> <li>• Time spent in TA</li> <li>• Tenancy sustainment</li> </ul> |

|   |  |  |              |  |  |
|---|--|--|--------------|--|--|
|   |  | WG's new Homelessness Outcomes Framework.  |              |  | <ul style="list-style-type: none"> <li>Additional measures to be agreed when WG Outcome Framework is available.</li> </ul> |
| 1 | Strengthen and increase services in place to prevent homelessness. | Pro-actively promote Housing Options homelessness, housing advice and tenancy support services online, in social media and press.  | Short        | H/O Manager/TSU Manager/Housing Support Grant Commissioning Team | All appropriate services are fully accessible and support and advice is available at the earliest opportunity.             |
| 1 | Strengthen and increase services in place to prevent homelessness. | <p>Ensure target is met for homelessness prevention.</p> <p>Monitor use of Prevention fund to ensure it successfully contributes to sustainable tenancies, including data on use of Tenancy Hardship Fund.</p> | Short/medium | H/O Manager  | Prevention and Tenancy Hardship Fund data monitored.   |
| 1 | Strengthen and increase services in place to prevent homelessness. | Monitor reasons for loss of private rented accommodation to better understand the drivers behind this cause of homelessness and develop measures to address issues identified.                                 | Short        | H/O Manager  | PR data collated and monitored. Reduction in PR evictions.   |
| 1 | Strengthen and increase services in place to prevent homelessness. | Commission and sustain an appropriate level and range community-based support services to undertake early  | Medium       | HSG Commissioning team with TSU Manager and LAC Coordinator.     | Levels of commissioned services ensure rapid access to support is available as early                                       |

|   |   |  |        |   |   |
|---|---|--|--------|---|---|
|   |   | <p>intervention and prevention of homelessness</p> <ul style="list-style-type: none"> <li>• Floating Support Services accessed via the TSU Gateway including rapid access crisis and planned resettlement</li> <li>• Local Area Coordinators</li> </ul>                                |        |   | <p>intervention and prevention in order to prevent needs escalating to homelessness presentations.</p>  |
| 1 | <p>Strengthen and increase services in place to prevent homelessness.</p>   | <p>Ensure that all commissioned services link to the appropriate referral sources/partners e.g., RSLs, Housing Officers, GPs (General Practitioners) for opportunities for early intervention and prevention.</p>  | Short  | <p>HSG Commissioning Team with TSU Manager and LAC Coordinator.</p>           | <p>Increased awareness and understanding of Housing Related Support Service offer. Wide range of referral sources.</p>  |
| 2 | <p>Ensuring appropriate support is available at the right time for people who are at risk or are experiencing homelessness.</p> | <p>Review the Move-On Strategy:</p> <ul style="list-style-type: none"> <li>• Ensure it responds to the Temporary Supported Accommodation Housing pathway process review.</li> <li>• Ensure Support Services deliver the requirements of Temporary Supported Housing review.</li> </ul> | Medium | <p>Ops Manager for Community Housing</p>                                      | <p>Move on Strategy contributes to the Rapid Rehousing approach and Temporary Accommodation Pathway review.</p> <p>People do not spend more time than they need in Temp Supported Housing</p> |
| 2 | <p>Ensuring appropriate support is available at the right time for people who are at risk or are experiencing homelessness.</p> | <p>Develop a consistent simplified pathway for individuals to access temporary supported accommodation: taking account of recommendations from the systems thinking review.</p>  | Short  | <p>Ops Manager for Community Housing/HSG Commissioning Team and Providers</p> | <p>Temporary accommodation pathway developed ensuring options available are appropriate for an individual's</p>   |

|   |  |   |               |  |  |
|---|--|---|---------------|--|--|
|   |  | Supporting the Rapid rehousing Transition Plan  |               |  | accommodation and support needs. A process and range of provision which support the Rapid Rehousing Transition Plan. |
| 2 | Ensuring appropriate support is available at the right time for people who are at risk or are experiencing homelessness. | Reduce barriers to access temporary and longer-term supported accommodation.<br><br>E.g.<br>Rent & Service charges levels.<br>Lack of ability to accommodate people with pets.<br>Lack of suitable supported accommodation for couples.<br>Previous evictions exclusions.<br>Ability to manage high risks in settings.<br>Lack of female only provision (where shared facilities) | Short         | HSG Commissioning Team/Housing Options Manager.      | Access barriers are removed.   |
| 2 | Ensuring appropriate support is available for people who are or may become homeless at the right time.                   | Develop a procurement plan to provide a range of Temp Supported Accommodation which contributes to the transition to a Housing Led/Rapid rehousing Approach and delivers improved outcomes and minimizing evictions   | Short/medium  | HSG Commissioning Team/Homelessness Prevention Team. | Aim of the Rapid Rehousing Plan are delivered.   |
| 2 | Ensuring appropriate support is available for people who are or may  | Ensure full community coverage of Local Area Coordination.  | Short/medium. | LAC Coordinator/HSG Commissioning Team.              | Full coverage for all communities of early intervention prevention service.  |

|       |  |   |        |   |  |
|-------|--|---|--------|---|--|
|       | become homeless at the right time.   |   |        |   |  |
| 2     | Ensuring appropriate support is available for people who are or may become homeless at the right time. | Rapid Rehousing Support is available and offered to support in Bed & Breakfast immediately on placement or asap.                    | Short  | HSG Commissioning Team/Ops Manager for Community Housing.   | Support is offered rapidly to all people placed in Emergency Temporary Accommodation.                    |
| 2 & 1 | Ensuring appropriate support is available for people who are or may become homeless at the right time. | Regular report and monitor Tenancy Support Unit waiting lists across all client groups.   | Short  | TSU Manager   | Ensure waiting time for tenancy support is minimised and rapid crisis support is available.              |
| 3     | Develop and adopt a Rapid Rehousing approach in partnership with stakeholders.                         | Develop a dedicated in-house Rapid Rehousing Support Team within the TSU  | Short  | TSU Coordinator   | RRH support embedded within the in house TSU Service   |
| 3     | Develop and adopt a Rapid Rehousing approach in partnership with stakeholders.                         | Complete and implement Rapid Rehousing Transition Plan.   | Short  | Housing Support Grant (HSG) Planning, Performance & Development Officer / Ops Manager for Community Housing | Rapid Rehousing Transition Plan is in place and its implementation is monitored.                         |
| 3     | Develop and adopt a Rapid Rehousing approach in partnership with stakeholders.                         | Establish a strategic partnership group to develop RRH Transition Plan. Continue to support existing operational RRH monthly group. | Short  | HSG Team / Ops Manager for Community Housing  | Rapid Rehousing Transition Plan is in place developed in partnership.                                    |
| 3     | Develop and adopt a Rapid Rehousing approach in partnership with stakeholders.                         | Complete Temporary Accommodation Supported Housing Commissioning Review including service specification and procurement plan which  | Medium | HSG Team / Ops Manager for Community Housing  | Service specification and procurement plan in place which addresses the Rapid Rehousing transition plan. |

|   |  |  |                |  |   |
|---|--|--|----------------|--|---|
|   |  | address the Rapid Rehousing Transition Plan.   |                |  |   |
| 3 | Develop and adopt a Rapid Rehousing approach in partnership with stakeholders.   | Monitor and report the use and length of time spent in temporary accommodation for homeless households | Medium         | H/O Manager  | Measures in place on time spent in temporary accommodation. Reduction in use and time spent in temporary accommodation  |
| 3 | Develop and adopt a Rapid Rehousing approach in partnership with stakeholders.   | Monitor and report the time spent in Temporary Supported Housing before move on.                       | Short          | HSG Commissioning Team   | Trends are monitored<br><br>Time spent in Temp Supported Housing is reduced as needed.                                  |
| 3 | Develop and adopt a Rapid Rehousing approach in partnership with stakeholders.   | Review and Evaluation of Housing First Project   | Medium         | Planning Performance and Development Officer / Ops Manager for Community Housing | Housing First targets met.  |
| 4 | Continue to develop and improve partnership working with key stakeholders to ensure a joined up approach to homelessness prevention. | Continue to facilitate and support Swansea Multi Agency Homelessness Cell                              | Short/medium   | Planning Performance and Development Officer / Ops Manager for Community Housing | Regular meetings with good attendance from partners and continued dynamic actions resulting from the work of the group. |
| 4 | Continue to develop and improve partnership working with key stakeholders to ensure a joined up                                      | Continue to support and facilitate the Homelessness and Housing Support Grant Collaborative Forum      | Short / Medium | Planning Performance and Development Officer / Ops Manager for Community Housing | Regular meetings with good attendance from stakeholders. Opportunity for key stakeholders to inform                     |

|   |  |   |              |   |  |
|---|--|---|--------------|---|--|
|   | approach to homelessness prevention.   |   |              |   | and influence the development of strategic priorities and responses to prevent and alleviate homelessness.   |
| 4 | Continue to develop and improve partnership working with key stakeholders to ensure a joined up approach to homelessness prevention. | Work with RSL partners to set out and agree expectations to identify how the social housing sector will work together to alleviate homelessness.                                    | Short/medium | Ops Manager<br>Community Housing                    | <ul style="list-style-type: none"> <li>• Increased allocations for homeless households</li> <li>• Low or no evictions into homelessness</li> <li>• SHG spend /development aligned with LA strategic priorities <ul style="list-style-type: none"> <li>• Reduction in barriers to accessing social housing</li> </ul> </li> </ul> |
| 4 | Continue to develop and improve partnership working with key stakeholders to ensure a joined up approach to homelessness prevention. | With partners, map the provision in place to assist and advise individuals who are ineligible for homelessness and housing assistance. E.g. Those with no recourse to public funds. | Medium       | Ops Manager<br>Community Housing<br>Social Services | Partnerships in place to support all ineligible households   |
| 4 | Continue to develop and improve partnership working with key stakeholders  | Work with Probation and key voluntary sector partners to review the effectiveness of the  | Short        | H/O Manager<br>Probation                            | Effective arrangements in place to reduce homelessness   |

|   |  |  |                  |  |   |
|---|--|--|------------------|--|---|
|   | to ensure a joined up approach to homelessness prevention.   | Prisoner Pathway on an annual basis.   |                  |  | amongst ex-offenders and reduce re-offending.   |
| 4 | Continue to develop and improve partnership working with key stakeholders to ensure a joined up approach to homelessness prevention. | Review the Council's Housing Allocations Policy  | Medium/Long      | Ops Manager<br>Community Housing   | New Allocation policy in place that reflects the changes in legislation and priorities.   |
| 4 | Continue to develop and improve partnership working with key stakeholders to ensure a joined up approach to homelessness prevention. | Attendance at the Regional Partnership Board and Regional Housing Forum to inform and support the development of strategic priorities across housing, health and social care delivering regional and local transformation.   | Short/<br>Medium | Head of Housing<br>and Public Health   | Alignment of the HSP Strategy with the priorities of the Social Care, Health and Housing Strategy to deliver better outcomes for citizens.                |
| 4 | Continue to develop and improve partnership working with key stakeholders to ensure a joined up approach to homelessness prevention. | Commitment to use HSG for essential non-stat health interventions for those in Emergency Temp. Accommodation and Temp Supported accommodation<br>➤ Continue to work in partnership with Primary Care and GP networks Enhanced Surgery to fund non- statutory Homeless Outreach Mental Health Nurse and Substance Misuse provision. | Short            | Planning<br>Performance and Development Officer<br>/ Ops Manager for Community Housing | Virtual minimum multi-disciplinary team is in place to support unprecedented numbers in emergency temp accommodation whilst medium term goal is actioned. |



|   |  |  |        |   |  |
|---|--|--|--------|---|--|
|   |  | ➤ Continue to fund Outreach Substance Workers.   |        |   |  |
| 4 | Continue to develop and improve partnership working with key stakeholders to ensure a joined up approach to homelessness prevention. | Actively seek other specialist finding options e.g. ICF or other Area Planning Board and health funding to establish and sustain a multi-agency complex needs team.  | Medium | Housing Support Grant Commissioning Team/Housing Options  | Complex needs team established to provide improved access and increased capacity to support people with MH and substance misuse issues so that they can maintain a stable home.                                |
| 4 | Continue to develop and improve partnership working with key stakeholders to ensure a joined up approach to homelessness prevention. | Ensure Commissioning Review of Substance Misuse Services has input from Homelessness & Housing Support and non-stat virtual team to feed in needs of people experiencing homelessness.   | Short  | Principle Officer Mental Health & Learning Disabilities<br><br>Area Planning Board, including representatives from Homelessness Service and HSG Team. | Identified barriers for homeless people to access the substance misuse treatment and support services are no longer in place and they are more able to sustain their accommodation.<br><br>.                   |
| 4 | Continue to develop and improve partnership working with key stakeholders to ensure a joined up approach to homelessness prevention. | Finalize the Mental Health commissioning review to inform procurement options for Mental Health specialist accommodation and support.<br><br>Delivery of additional longer term dispersed/cluster self-contained units and female only shared accommodation. | Medium | HSG Commissioning Team/Social Services/Health/Homelessness  | Services are fit for the future delivering a trauma psychologically Informed, recovery focused specialist services preparing people to move forward to more stable and sustainable accommodation with support. |

|   |  |   |                                |   |  |
|---|--|---|--------------------------------|---|--|
|   |  |   |                                |   | Meet unmet needs   |
| 4 | Continue to develop and improve partnership working with key stakeholders to ensure a joined up approach to homelessness prevention.                           | Develop an effective hospital discharge protocol for people experiencing mental health from General and Psychiatric hospitals/wards and review the effectiveness on an annual basis.  | Short                          | Housing Options Health                              | Clear protocol for a planned approach to assess accommodation and support options for people leaving hospital is in place  |
| 5 | Work in partnership to strengthen support provision for people with complex needs, including mental health, learning disability, substance misuse and VAWDASV. | Extend VAWDASV specialist support and accommodation for people who experience difficulty in accessing current services.   | Medium                         | VAWDASV Strategic Lead / Housing Support Grant team | Provide victims with equal access to appropriately resourced, high quality, needs led, strength based, gender responsive services.   |
| 6 | Continue to increase the supply of suitable and affordable accommodation.  | <p>More Homes Programme has set a 10 year delivery ambition for 1000 new Council homes from 2021-2031</p> <p>The current 4 Registered Social Landlords (RSLs) who are zoned to develop in Swansea between them project to deliver over 4000 new homes over the next 10 years.</p> <p>Continue LA acquisitions programme, including scheme prioritising 1 bed flats in order to deal with the immediate crisis</p> | <p>Long Term</p> <p>Medium</p> | Housing Strategy & Development Manager              | <p>1000 new council homes built by 2031.</p> <p>4000 additional new affordable homes by 2031.</p> <p>Increase in LA stock of 1 bedroom properties immediately available for letting.</p> |

|   |   |   |                              |   |  |
|---|---|---|------------------------------|---|--|
|   |   | and reduce number of single households in B&B as rapidly as possible. NB programme is also acquiring larger flats and houses to increase overall supply in areas of need for larger households. |                              |   | Reduction in number of households in B&B.  |
| 6 | Continue to increase the supply of suitable and affordable accommodation.   | Continue to increase the supply of suitable and affordable private rented properties by establishing social lettings scheme for private sector properties.                                      | Medium                       | Ops manager<br>Community Hosing /<br>The Wallich PRS<br>Team                                | Swansea Social Lettings Agency established by 2023. Target number of properties to TBA                               |
| 6 | Continue to increase the supply of suitable and affordable accommodation.   | Ensure B&B accommodation is only used for families in an emergency and that target is not exceeded.   | Long                         | Housing Strategy &<br>Development<br>Manager  | PI Target met  |
| 6 | Continue to increase the supply of suitable and affordable accommodation.   | Prevent use of B&B for 16 & 17 year olds.   | Short                        | Youth Homeless<br>Manager /H/O<br>Manager   | PI Target met  |
| 6 | Continue to increase the supply of suitable and affordable accommodation.   | Increase the temporary accommodation provision available to both single people and families   | Short                        | Ops manager<br>Community Hosing   | Reduction in use of B&B accommodation  |
| 7 | Work with service users and stakeholders to introduce regular mechanisms for engagement and co-production to inform | Incorporate coproduction principles into the design and delivery of service provision.  | Short/<br>medium<br><br>Long | HSG Planning<br>Performance and<br>Development Officer<br><br>H/O Manager<br><br>/O Manager | Coproduction methods implemented during commissioning reviews making a difference to the outcomes of service design. |

|   |   |  |              |  |  |
|---|---|--|--------------|--|--|
|   | service development and improvement   |  |              |  | Coproduction is built into tender specifications and measured as part of effective service delivery.   |
| 7 | Work with service users and stakeholders to introduce regular mechanisms for engagement and co-production to inform service development and improvement | Carry out satisfaction surveys with: <ul style="list-style-type: none"> <li>• Housing Options clients (homelessness and housing advice)</li> <li>• Households in temporary accommodation</li> <li>• Identify ways to ensure engagement from groups with “protected characteristics”</li> </ul> | Medium       |  | Surveys completed and findings reported to Homelessness Cell and HSG/Homelessness Forum.<br><br>Additional service improvements and actions identified for inclusion in HSP action plan. |
| 7 | Work with service users and stakeholders to introduce regular mechanisms for engagement and co-production to inform service development and improvement | Introduce a co-productive approach with service users to develop the following: <ul style="list-style-type: none"> <li>• Service standards for Housing Options</li> <li>• Written standards for temporary accommodation</li> </ul>   | medium       |  | Service Standards for Housing Options and temporary accommodation produced and publicised  |
| 8 | Strengthen support and accommodation provision for young people.  | Implement findings of Systems Thinking Review  | short/medium | Youth Homeless Manager<br>Principal Officer – Adolescent & Young People Services | More support available to help support independence and transition into adulthood  |

|   |  |   |               |   |  |
|---|--|---|---------------|---|--|
| 8 | Strengthen support and accommodation provision for young people. | Complete the Young Persons Support and Accommodation joint Commissioning Review.  | Short /Medium | Housing Support Grant Team / Principal Officer – Adolescent & Young People Services | Review completed and commissioning plan in place<br><br>Review completed and model developed.  |
| 8 | Strengthen support and accommodation provision for young people. | Review and evaluate the WG funded Housing First scheme for young people. Consideration given to increasing number of units. | Short         | Youth Homeless Manager<br>Principal Officer – Adolescent & Young People Services    | Review completed and model developed<br><br>Longer term – offer that is in line with what matters to YP in Swansea and reflects greater choice and control |
| 8 | Strengthen support and accommodation provision for young people. | Promote and ensure implementation of Youth Homelessness Charter within the Council and amongst partners.                    | Short/ Medium | Youth Homeless Manager  | Youth Homelessness Charter embedded in the service.  |

|   |  |   |                  |  |   |
|---|--|---|------------------|--|---|
| 8 | Strengthen support and accommodation provision for young people. | Embed the transition training flat service as part of the local offer and explore the expansion of the Housing First for youth model in Swansea following its evaluation as part of the review of supported accommodation and floating  | Short/<br>Medium | Youth Homeless Manager<br>Principal Officer – Adolescent & Young People Services | More YP accessing LA or independent living in private rented sector.<br><br>More options available to Young People  |
| 8 | Strengthen support and accommodation provision for young people. | Continue to use Youth Support Grant to align with HSG and strengthen our focus on Youth Homelessness prevention through the use of Eviction prevention work for Care Leavers, SAP coordination function and front of house offer to young people needing immediate support and advice |                  | Youth Homeless Manager<br>Principal Officer – Adolescent & Young People Services | Reduction in eviction<br>Improve move numbers<br>Improved matching and placement offers   |
| 8 | Strengthen support and accommodation provision for young people. | Continue to develop the WIR function within Adolescent and Young People services to ensure young people who are care experienced have the opportunity to remain with foster carers/friends and family.  | short            | Youth Homeless Manager<br>Principal Officer – Adolescent & Young People Services | Numbers of young people remaining in WIR increase and promoting more stability and improved outcomes such as remaining in training and education for longer |
| 8 | Strengthen support and accommodation                             | Using prevention funding to continue to reduce the risks of   | Short            | Youth Homeless Manager   | Reduction of evictions, spotting triggers,  |

|   |   |   |        |  |  |
|---|---|---|--------|--|--|
|   | provision for young people.   | evictions and promote accommodation and / or tenancy stability for young people.  |        | Principal Officer – Adolescent & Young People Services                           | needs earlier, and intervening earlier to prevent problems escalating  |
| 8 | Strengthen support and accommodation provision for young people.  | Continue to use HSG to support the ongoing implementation of the tier 3 homelessness prevention role as part of prevention and early intervention                 | Short  | Youth Homeless Manager<br>Principal Officer – Adolescent & Young People Services | Early prevention of homelessness<br>Improved mediation with family and prevention of the need to source accommodation                            |
| 9 | Provide robust responses to support rough sleepers and eliminate the need for individuals to sleep rough. | Continue to implement the continued emergency response for rough sleepers during the pandemic   | Short  | Ops Manager<br>Community Housing   | Rough sleeping data monitored and reported on a monthly basis to Homelessness Cell, RS numbers kept to a minimum.                                |
| 9 | Provide robust responses to support rough sleepers and eliminate the need for individuals to sleep rough. | Complete a multi-agency review of provision and services available to avoid the need for rough sleeping.  | Medium | HSG Commissioning Team/ Ops Manager for Community Housing                        | Ensuring services commissioned meet aims of reaching all rough sleepers with 24 hours of notification and eliminate the need for rough sleeping. |
| 9 | Provide robust responses to support rough sleepers and eliminate the need for individuals to sleep rough. | Review of Homeless Prevention Grant Services transitioning into HSG main programme to ensure fit for purpose and contribution to Rapid Rehousing Transition Plan. | Short  | HSG Commissioning Team/ Ops Manager for Community Housing                        | Clear position reached post ring fenced protection on strategic priority commissioning as part of main program HSG.                              |

|   |   |   |       |                                  |   |
|---|---|---|-------|----------------------------------|---|
|   |   |   |       |                                  |   |
| 9 | Provide robust responses to support rough sleepers and eliminate the need for individuals to sleep rough. | Carry out an annual review of the Adverse Weather Plan. | Short | Housing Options Manager/HSG Team | Review completed and plan updated annually. |

Please note that some actions may contribute to more than one priority.

.....