

COMMUNITY, HOUSING & ASSETS OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Wednesday 12 th October 2022
Report Subject	Rapid Rehousing Transition Plan
Cabinet Member	Cabinet Member for Housing and Regeneration
Report Author	Chief Officer (Housing and Communities)
Type of Report	Strategic

EXECUTIVE SUMMARY

Local Authorities are required to develop Rapid Rehousing Transition Plans to demonstrate how they will move towards a new approach to preventing and relieving homelessness. The paper provides an update on progress with developing the Rapid Rehousing Transition Plan. The paper also identifies the high level priorities contained within the Rapid Rehousing Transition Plan and a draft action plan that Flintshire County Council and its partners will need to deliver in order to achieve transformation in homeless prevention and statutory homelessness services and begin the transition to Rapid Rehousing.

RECOMMENDATIONS

1	Community, Housing and Assets, Overview and Scrutiny Committee to note progress to date and approve the high level priorities and action plan ahead of the formal adoption of the Full Rapid Rehousing Transition Plan by the end of Q3 2022-2023.
---	--

REPORT DETAILS

1.00	EXPLANING RAPID REHOUSING
1.01	Developing the Rapid Rehousing Plan There have been significant operational challenges with sustaining service delivery that have hindered the development process related to the Rapid

	<p>Rehousing Transition Plan. Whilst we are now in recovery from the pandemic homeless services are still dealing with the impact of covid, which saw significant changes to duties to people who experienced homelessness, leading to a high level of people in emergency and temporary housing. This has been compounded by a challenging private rental sector, the emerging cost of living crisis, workforce resilience and recruitment issues which have seen staffing resource focused on operational service delivery.</p> <p>Welsh Government are aware of these challenges, and whilst the initial deadlines for submission of drafts plans was the end of July 2022 and formal adoption by end of September 2022, they accept there will be slippage for some Councils. Flintshire's Rapid Rehousing Plan is now with Welsh Government and we await their feedback early October 2022.</p>
1.02	<p>Flintshire's vision for Rapid Rehousing and links to the Housing Support Programme Strategy:</p> <p><i>“Working with our partners to transform prevention activity, housing related support and homelessness services, to achieve a co-ordinated and significant shift in service delivery to a rapid rehousing model, ensuring homelessness is rare, brief and unrepeated”</i></p> <p>There is already significant synergy and a complimentary strength of focus to the rapid rehousing agenda within Flintshire's Housing Support Programme Strategy which was launched in April 2022. This is clearly evidenced as below:</p> <p><u>Adopting Early Intervention and Targeted Prevention Activities</u> We know that rapid rehousing is not exclusively about the rapid move on of people from temporary housing. It must also focus on reducing the demand for temporary housing and statutory homelessness services through a robust approach to early intervention and prevention services.</p> <p>If we are to stem the flow of people needing to access temporary housing and be successful in embracing rapid rehousing principles, we must have a shared understanding of the importance of early intervention around homeless prevention and fully understand all the risks and challenges that drive homelessness.</p> <p>Strong public and third sector services that tackle issues such as poverty, financial pressures, family support, adverse childhood experiences, physical and emotional wellbeing and promote healthy living and peoples independence, are all key to an early intervention approach.</p> <p>Through our Housing Support Grant we will commission a wide range of services that compliment and build upon early intervention through targeted prevention activities upstream of statutory services, alongside the homeless statutory functions and as people enter and exit homelessness.</p> <p><u>Strengthening Person Centred Approaches and Responding to Complex Needs</u> It is clear that the complexity of need of our residents is increasing. This has been seen first-hand, not only during the pandemic, but over a number</p>

of years and is likely to continue as we enter the cost of living crisis. Challenges relating to multiple needs and a lack of co-ordination and resources across the public sector to meet people's needs will be an ongoing priority for all services.

To respond to this we need to adopt person centred approaches which enable tailored responses to best help people when they have housing problems and to make every effort to avoid people hitting crisis. Homelessness is a significant challenge for the most resilient of people and for those with complex and multiple support needs there has to be more collaboration and increased access to the right support.

Ensuring everyone who needs it, can access support is a priority within our Rapid Rehousing Transition Plan. Again it is clear that there are existing priorities to tackle this issue with our partners through the Housing Support Programme Strategy. All public sector services focus should be on supporting people in a timely manner and through quality support work that meets people's needs and with a shared focus on reducing the risks of homelessness and promoting positive wellbeing and resilience within our communities.

Developing the TrACE Agenda

Homelessness and a risk of homelessness causes significant trauma and distress within residents. Such stressors can make residents engagement with services challenging for, not only housing support and homelessness services, but also other frontline public sector services. Reducing the trauma and the long standing impact of homelessness must be a shared priority to provide people with stability in their lives so they can feel safe, settled and then flourish within society.

Our frontline services need to be geared towards avoiding homelessness through early intervention and building resilience within our residents and communities (primary and secondary prevention activities). It is widely accepted that homelessness is not exclusively about housing. It is about ensuring there is a supply of the right types of housing for people to avoid homelessness and a temporary housing offer for those who do experience homelessness that is fit for purpose and close to established support networks. This will reduce the trauma associated with the experience of homelessness.

Staff need to be aware of all forms of trauma and how this can impact on people's ability to engage with services. We need to up-skill our workers to understand the behaviours and support needs of people as a result of the traumas they experience. Our homelessness services should not add to the trauma already experienced by people needing our assistance.

This is particularly important when thinking about young people who experience homelessness (young people who experience homelessness on their own or young people within a family) with the very clear links to Adverse Childhood Experiences (ACE's) which is a well-documented driver for future vulnerability and increased risks of homelessness.

Supporting Workforce Development and Resilience

When considering the support needs of our residents, we also need to consider the support needs of our workforce. This starts with service capacity and across many areas of work there is a need to increase staffing levels. Whether this is frontline support workers, homelessness professionals or other public sector organisations there needs to be access to support in a timely manner and this will be challenging if staff capacity is limited.

Additional funding through the Housing Support Grant along with a review of existing resources within the Housing & Prevention Service provides an opportunity to re-align service structures and support services to a growing demand for support. There are however challenges with growing services presently due to barriers to recruitment. This is a national issue and not unique to Flintshire. The Council and our commissioned services are struggling to retain and recruit staff into frontline positions.

Whilst frontline services of course need to be a priority, there is also a need to ensure other strands of service delivery such as strategists, planners, project managers and build contractors are also in place to enable the supply of new homes needed to meet the growing demand for affordable housing. Whilst funding is available from Welsh Government for capital investment at a level not seen before (£10million Social Housing Grant), the Council and its partners need to be able to realise the potential of such funding and there are resource implications to be considered further in that regard.

Reviewing and improving Flintshire's Housing Offer

It is clear that there is a significant disconnect between the numbers and types of affordable, and particularly social housing, available and the levels and types of needs for those residents and households who experience homelessness. There is also a wide range of other housing needs that the Council and its partners need to resolve that are captured through housing needs data.

It is important to not only build more homes but also to use the existing homes available each year to meet the current and future demands of the population. Ensuring the best use of the limited social housing is important, so we can be confident our social housing portfolio within the Council and housing partners is aligned to current and future needs.

We also need to ensure that our policies for the allocation of the limited resource of social housing, enables those who are homeless or at risk of homelessness to be prioritised in line with Welsh Government expectations that homelessness should be "brief". This will require a review of the Common Allocations Policy (revised guidance from Welsh Government will inform this work) as well as ensuring existing internal policies are aligned with Rapid Rehousing principles.

A full review of temporary and supported housing is also required to ensure these portfolio's meet the needs of our residents. The private sector, although increasingly difficult to access, must also continue to be part of the solution for homeless prevention and relief of homelessness and we need to support residents, landlords and lettings agents to ensure this local resource is maximised and the local market can meet local need.

1.03

Focussing on the core stages of Rapid Rehousing

Rapid Rehousing will only be achieved if we can 1) reduce demand on homeless statutory services through early intervention and pro-active prevention activities, 2) increase timely access to affordable housing for everyone who experiences homelessness (including those at imminent risk of homelessness), 3) ensure where needed, support is in place to help people sustain their housing and live independently without risk of repeat homelessness.

Homeless Prevention Activity

True prevention is upstream and avoids people accessing specialist and statutory services. This is delivered through a robust system of public services and a clear understanding that homelessness is not exclusively a housing issue. Many agencies contribute to the prevention of homelessness through a range of primary and secondary prevention activities.

We must ensure prevention of homelessness is considered everyone's responsibility in the same way as safeguarding and health & safety (note [Wales Audit Office Report "Everyone's Problem; No Ones Responsibility"](#)). All services have a role to play in reducing risks of homelessness. When homelessness is imminent statutory services will step in and when needed temporary housing will be available. It is however limited in its supply and clear pathways to exit homelessness promptly are required so stays in temporary housing are reduced.

Housing Access

For those people who are at imminent risk of homelessness, and where prevention activities have or are likely to fail, we only have a small window of opportunity to identify alternative housing. Increasingly the private rented sector is unaffordable and limited in its supply. Whilst social housing is the housing option of choice for many who face risks of homelessness due to lack of security of tenure in the private rented sector, the traditional processes and policies associated with social housing waiting lists do not lend themselves to easy and timely access to social housing to avoid homelessness. It is also noted that the current profile of social housing does not correlate with the demand profile for those people and households experiencing, and or at risk of, homelessness.

We must ensure there is a steady supply of the right types of homes in the right places for people when they do experience homelessness. When temporary housing is required, people should be assisted to move on into long term settled housing as quickly as possible and with appropriate support to ensure people can settle quickly, reducing risk of repeat homelessness.

Housing Sustainment

Whilst exiting homelessness for some, will require only access to safe and suitable housing, many people we assist will require support to settle in their new home and to sustain their housing. Some residents will require ongoing support through interventions such as Housing First, where as other may require assistance with initial settling in period, with the ability to

	<p>dip into housing related support in the future should they need it to address certain challenges that may arise.</p> <p>We must ensure that support is tailored to meet people’s needs and that it is readily available at critical times. This support may be intensive and then drop off or may be light touch and periodic. Some residents may require support through furnishing and other financial assistance for decorating or handyperson services to enable them to settle quickly in a new home.</p>
1.04	<p>Support Needs within the Homeless Cohort</p> <p>To inform planning for the move to the Rapid Rehousing Model a housing support needs mapping exercise was undertaken in July 2022 to review the existing homeless caseload (those residents and households afforded homelessness duties under the Housing Wales Act 2014). The officers managing the caseload were assisted to complete an assessment of need based on the prescribed guidance outlined in the Rapid Rehousing Transition Plan Guidance published by Welsh Government. In order to ensure a level of consistency, Welsh Government recommend that individuals are categorised within four cohorts:</p> <div data-bbox="376 943 1331 987" style="background-color: #4F7942; color: white; padding: 2px;">Low Needs</div> <div data-bbox="376 987 1331 1113" style="border: 1px solid black; padding: 5px;">Likely to be a significant proportion who have no or very low support requirements and who can be supported into settled accommodation with either a low level of support or potentially just signposting.</div> <div data-bbox="376 1155 1331 1200" style="background-color: #92D050; padding: 2px;">Medium Needs</div> <div data-bbox="376 1200 1331 1364" style="border: 1px solid black; padding: 5px;">Alongside Low Needs, likely to be the majority who will require a Rapid Rehousing service with temporary floating support. May also require support from other professional services in order to live independently in settled accommodation.</div> <div data-bbox="376 1406 1331 1451" style="background-color: #E69A00; padding: 2px;">High Needs</div> <div data-bbox="376 1451 1331 1615" style="border: 1px solid black; padding: 5px;">This category is where we would expect to see those who have persistent complex needs and/or a history of repeat rough sleeping and who should be offered, as a default, a form of intensive housing-led support such as Housing First.</div> <div data-bbox="376 1657 1331 1702" style="background-color: #C8513E; color: white; padding: 2px;">Intensive Needs (potentially 24/7 support requirements)</div> <div data-bbox="376 1702 1331 1986" style="border: 1px solid black; padding: 5px;">These should be those who are unable to live independently, perhaps due to concerns around risk to self or others or perhaps even choice. Our expectations would be that professionals are engaged from a health and social care sectors in order to ensure their care and support is fit for purpose. Where someone is identified as falling into the Intensive Needs category, moving into settled accommodation must continue to be the objective.</div>

Detailed below is the result of a high level support needs assessment when considering the complexity of needs and likely support model required by the current homeless cohort as of July 2022.

Support Group	Recommended Housing	Recommended Support	Current case volumes (inc %)	Anticipated trend (inc %)
Low/None	Mainstream housing	Individualised support	38.50%	 Likely to remain relatively static
Medium	Mainstream housing	Individualised, housing related support	46%	 Likely to remain relatively static
		multi-agency support	TBC	TBC
High	Mainstream housing	Housing First/intensive floating support, including multiagency support	6%	 Anticipated to increase as more housing becomes available to deliver Housing First at scale with Intensive Needs cohort “stepping down” into Housing First
Intensive Needs (24/7)	Supported Housing	Residential support	9.50%	 Anticipated to go down as more people access Housing First type services and with increased supply of affordable housing

	<p>The caseload open to the Homeless Team at the time of analysis (July 2022) was a total of 418. This includes clients open on s.62 initial assessment, s.66 prevention duties, s.73 relief duties and s.75 full homeless duty. This also includes those who are accommodated under s.68 duties so covers the whole caseload for the Homeless Service. It is clear from the mapping exercise that whilst housing is required for all of the homeless cohort, support needs vary greatly with the vast majority have No/Low/Medium level support needs that could be met through flexible tenancy support and regular access to other partner agency and 3rd sector support providers.</p> <p>Those with higher level support needs including those who would benefit from Housing First and supported housing are in the minority, but will require more intensive packages of support at greater cost to the Housing Support Grant. Multi-agency support is a given for those people of households with complex needs. Failure to meet peoples support needs, will create even greater pressure through crisis management responses and significant expenditure of the public purse if those people remained homeless and their needs were not met.</p>
1.05	<p>Rapid Rehousing Transition Plan Priorities</p> <p>When developing the Rapid Rehousing Transition Plan a number of priority areas have emerged that must be addressed if we are to ensure Rapid Rehousing is a success. The priority areas and their associated challenges and justification can be found below. The final Transition Plan will build on these priorities and a high level action plan is also attached to this report as Appendix 1.</p> <p><u>RRTP PRIORITY 1: Tackling homelessness through robust and effective partnership working</u></p> <p>Homelessness is not exclusively a housing issue. All public and 3rd sector services working with people in Flintshire need to be aware that they can contribute positively or negatively towards pressures on homelessness services. All services need to be aware of how they can help address housing hardship and make efforts to ensure homelessness is rare. We need to ensure there is a shared understanding of the drivers and risks associated with homelessness and all services need to work together to prevent homelessness. When it does occur it should be rare, brief and un-repeated.</p> <p>The challenges associated with delivering on this are:</p> <ul style="list-style-type: none"> • Public and 3rd sector services are stretched and struggling with frontline service capacity for early intervention – recruitment and retention challenges across many local services • A lack of understanding within some partners around the limitations of the local housing market and pressures on local homelessness services – unrealistic expectations of partners • We do not have the partnership structures or work streams to join up service delivery and ensure effective partnership working is developed and captured

- Positive partnership working is not consistent across all agencies or at all levels of organisations – we react to issues with partners as opposed to be proactive to avoid crisis point
- Lack of documented positive practice – partnership working needs to be recorded through formal protocols and joint working arrangements and constantly reviewed

To respond to these challenges we will aim to:

- Review our structures for partnership activity and ensure they are fit for purpose to respond to rapid rehousing challenges and planned action
- Create partnership models to enable delivery of Rapid Rehousing and complimentary work streams that will ensure increased supply and access to housing, increased prevention activity and positive housing sustainment
- Engage partners in a range of workshop and awareness sessions to raise the profile of homelessness prevention and rapid rehousing
- Develop a range of protocols that clearly document processes and positive practice which needs to be the norm to tackle housing hardship and prevent homelessness

RRTP PRIORITY 2 - Remodelling our approaches to data, systems, policies and service delivery

If we are to effectively deliver large scale meaningful change, we need to remove barriers to service improvement. The development of this plan has highlighted a number of areas where we need to review our approaches to data, systems, policies and delivery structures. This will require investment in systems, service capacity and a review of all of our current practices. Only by laying strong foundations in the initial stages of this service transformation, will we be able to implement significant change and demonstrate the impact of these changes over time.

The challenges associated with delivering on this are:

- Our ability to extract data and use it to inform and monitor service delivery is limited and our IT systems require significant review and enhancement
- Insufficient staff capacity for policy, performance and improvement activities within the Housing & Prevention Service as the workforce is focussed on front line service delivery pressures
- Policies and procedures require a significant review to ensure they align with the move to Rapid Rehousing and staff will require training and support and practices change
- We do not have the necessary infrastructure for delivering co-ordinated activity with our partners and we are collectively unable to ensure data drives delivery

To respond to these challenges we will aim to:

- Create a specific role for Data Analysis within the Housing & Communities portfolio to align with the rapid rehousing and homelessness transformation agenda
- Review all data sets and build a robust performance information, monitoring and reporting infrastructure
- Invest in our IT infrastructure and ensure our systems can capture and produce the right information needed at the “person” and the “service” level
- Recruit additional staff, deliver the restructure of the Housing & Prevention Service and ensure management have capacity to deliver on service improvement and transformation activities
- Ensure the views of the people we serve help inform new ways of working
- Develop a range of Key Performance Indicators to measure the success of Rapid Rehousing and explore opportunities for benchmarking with regional partners.
- Review existing work stream activities and where appropriate build new service delivery groups for priority activities
- Complete a review of existing policies and procedures within the housing support and homelessness services along with other strands of service delivery that are critical to the success of rapid rehousing such as social housing allocations

RRTP PRIORITY 3 - Ensuring the right type of support is available to everyone who needs it

Through the Housing Support Grant there is significant funding to enable a wide range of support for people who are struggling with their housing and should issues escalate without positive intervention, people may be exposed to significant risk of homelessness. Instances where people are at imminent risk of homelessness and triggering statutory homeless services should be viewed as missed opportunities and avoidable. We need to ensure we can engage with people earlier to assist them with their housing problems offering short term solutions in a timely manner.

When people are homeless we need to ensure we understand their needs and underlying reasons for homelessness. We need to help them respond to their housing related support needs and engage them in wider support services for other support needs (mental health, well-being, substance misuse, employability etc.). When exiting homelessness a package of support should be “wrapped around” the household to ensure positive tenancy start up and ongoing support available as required.

The challenges associated with delivering on this are:

- People often don't engage with support early enough so opportunities to help are missed leading to more significant problems
- More people need support and people needs are presenting as more complex and significant
- Managing expectations - people who need our services don't understand the limitations of social housing and housing and support options available
- Some external partners view a move to social housing as the obvious outcome and unintentionally fuel unrealistic expectations which creates barriers to meaningful engagement and solutions focussed support
- Services need to work more collaboratively to build support plans that bring together a wide range of support services
- Challenges across the support sector in regards to recruitment and retention of skilled staff to be able to offer support

To respond to these challenges we will aim to:

- Work with our partners to map out all our services within the strands of 1) Universal 2) Targeted 3) Crisis 4) Emergency 5) Recovery
- Ensure our IT systems enable us to capture and record peoples support needs effectively so we can ensure service capacity and make appropriate and timely offers of support that meet people's needs through the HSG Gateway
- Develop online content and a "Homeless Prevention Toolkit" and ensure partners and the public are able to access 'self-help' approaches and advice which will ease pressures on statutory homeless services
- Review our existing floating support and housing support services offer and commission a wide range of services in line with identified needs
- Review our supported housing offer and ensure it meets current and future needs as we move further into Rapid Rehousing
- Explore opportunities for Multi Agency Support Needs Assessments through the establishment of a Complex Needs Panel
- Progress the Homeless Hub v2.0 which will act as a "triage centre" and explore further sites for Homeless Hub and Young Persons Hub
- Develop "Home starter" packages to compliment support offers such as Discretionary Assistance Fund (carpets, furnishing, handyman visits)

RRTP PRIORITY 4 - Transforming our temporary housing offer

The current temporary housing portfolio is heavily reliant on sub-standard housing models and there is a clear need to reduce the numbers in

temporary housing. However it is anticipated that with growing pressures the process of change will not be quick and this is an operational and financial risk to the Council as we need to sustain current levels and ensure capacity for future presentations. Whilst Welsh Government Grant (Phase 2 funding) has enabled the increase in self-contained housing for use as temporary accommodation the process is lengthy and to date has enabled 6 additional homes with a further 6 due to be completed in 2022-2023.

The challenges associated with delivering on this are:

- Our current temporary housing portfolio is heavily reliant on substandard models of housing such as 1) shared housing 2) porta-kabins 3) hotels
- The shared housing we have is not en-suite as standard, requires investment or disposal and is too densely populated which presents management issues
- Porta-kabins have served a purpose during the pandemic but we aspire to much higher standards of accommodation for people accessing our Homeless Hub services
- Our hotel accommodation is often “out of county” causing disruption to people accessing it and operational challenges for support activity and partner agencies
- Our temporary accommodation management requires improvement and additional capacity with current numbers and likely increases in demand whilst moving to a more robust rapid rehousing model

To respond to these challenges we will aim to:

- Progress the feasibility study for a new purpose built Homeless Hub in Deeside
- Identify other potential sites for a 2nd Homeless Hub to the South of the County
- Explore opportunities for a young person’s hub with young person specific support services and community resources.
- Improve our management of temporary housing by responding to the Temporary Accommodation Audit and increasing staff capacity
- Explore opportunities for investment within existing shared housing within the temporary housing portfolio
- Increase capacity within the temporary housing portfolio by securing higher quality self-contained properties enabling us to move away from sub-standard shared accommodation
- Review our supported housing offer and consider ways to utilise this more effectively as short term temporary housing

RRTP PRIORITY 5 - Increasing the supply of affordable housing and removing barriers to people accessing affordable housing promptly

Whilst social housing should not be the only housing option for people who experience homelessness, the increasing rental costs within the private sector make social housing the only affordable option for many people experiencing homelessness. Existing social housing capacity is limited and the profile of annual supply does not align with the current homeless caseload profile. The current Allocations Policy requires significant amendment to increase the priority given to homeless households. Whilst a temporary variation to the Allocations Policy to enable 50% lettings to homeless households has had some positive impact this is a short term measure that needs sustaining ahead of longer term changes to policy. More social housing needs to be built and best use of existing stock maximised to support the rapid rehousing agenda.

The challenges associated with delivering on this are:

- Limited land availability to build more homes within areas of high demand for social housing
- Increasing environmental challenges and specifically issues around levels of phosphates locally preventing new build and development opportunities
- Existing social housing is not aligned to the levels of demand within the homeless cohort – lack of 1 bed general needs housing and over supply of lower demand older persons housing
- Other housing pressures and housing needs other than homelessness which the Local Authority also has a duty to assist with
- An increasingly unaffordable private sector and anecdotal evidence of landlords leaving the sector

To respond to these challenges we will aim to:

- Deliver ambitious new build programme with our Housing Association partners through effective use of the Social Housing Grant and other capital funding streams
- Maximise opportunities to build on pieces of council owned land – explore garage sites and other dormant development land across HRA and other Council Assets
- Create opportunities for responsible build activities that overcome issues such as phosphates through environmentally responsible design and build programmes in line with the Local Development Plan (LDP)
- Increase the supply of affordable housing by targeting empty homes and bringing them back into use
- Work with our housing partners to explore re-designation and redevelopment of existing stock to better meet local needs (example FCC Sheltered Housing Review)
- Join the Welsh Government National Leasing Scheme to tap into the local private rented sector as additional supply of affordable homes

	<ul style="list-style-type: none"> Align housing supply activity with high street regeneration development
--	---

2.00	RESOURCE IMPLICATIONS
-------------	------------------------------

2.01	<p><u>Developing the Rapid Rehousing Transition Plan</u> The development of the strategy is driven through the Housing & Prevention Service and this has been a significant challenge due to ever increasing demands around housing and homelessness post-pandemic with all indications that homelessness will increase with the cost of living crisis.</p> <p>The need to balance planning service transformation and sustaining front line services is an on-going concern, but investing time to plan will help ease pressures and deliver the changes needed to improve services over time.</p>
------	---

2.02	<p><u>Delivering on the Rapid Rehousing Agenda</u> Detailed below are the resource implications associated with the delivery of Rapid Rehousing. Further scoping and detail in relation to resource implications will be captured within the Rapid Rehousing Transition Plan:</p> <p>Revenue: Housing Support Grant is the primary source of funding for the delivery of housing related support services. Additional funding has been made available in recent years, but the grant was underspent last year due to challenges with recruitment and service mobilisation. The Council Fund is used for statutory services such as the homeless case management work within Housing Wales Act 2014, including costs associated with temporary housing.</p> <p>Capital: There are implications for Capital expenditure with the need to build more homes requiring significant investment. This is enabled through the Social Housing Grant programme which Welsh Government have enhanced in order to enable new build and development of social housing at scale and pace.</p> <p>Human Resources: Additional funding from Welsh Government provides an opportunity to increase staff capacity across a range of services and some of this additional capacity will be focussed on development of further work to deliver Rapid Rehousing. There is however a shortage of appropriately skilled people within the local labour market so recruitment is an on-going challenge.</p>
------	---

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
-------------	--

3.01	The following risks and mitigations have been identified by way of control measures:
------	--

Risk: Failure to deliver the changes needed to ensure homelessness is a shared challenge across a wide range of public services and not solely the job of Homelessness Services

Mitigation: Capture the change needed through the Transition Plan and ensure there is robust engagement strategy linked to the delivery of Rapid Rehousing and shared responsibilities identified and clear commitments from internal and external partners as to how they assist

Risk: Fail to gain political or partner support around the principles of Rapid Rehousing and the direction of travel for housing support and homelessness services

Mitigation: Engage members through reports to appropriate Scrutiny Committees and workshops and partners through a range of engagement events around housing need and homelessness

Risk: Failure to have enough homes for people who need them when they experience homelessness and in order to exit it in a timely manner

Mitigations: Deliver the Social Housing Grant Programme and priority actions outlined within the Rapid Rehousing Transition Plan linked to increasing the supply of affordable housing and removing barriers to people accessing affordable housing promptly through Policy changes linked to Social Housing Allocations

3.02

Ways of Working (Sustainable Development) Principles Impact

Long-term	Positive – Increase in targeted support and alternative delivery methods to ensure services are inclusive for all
Prevention	Prevention - Preventing homelessness through ensuring there is adequate support and accommodation to cater for a range of peoples’ needs
Integration	Positive – Increased integration between services and partner organisations
Collaboration	Positive – Increased collaboration between services, partner organisations and service users
Involvement	Positive – Service user involvement to help shape effective services so that support is timely and person centred

Well-being Goals Impact

Prosperous Wales	Positive – More jobs will be created to deliver housing related support and
------------------	---

		prevention activities on a greater scale within Flintshire.
	Resilient Wales	Positive – Creating services that are prevention focused and build resilience to avoid households becoming homeless and helping people exit homelessness promptly, with support to reduce risks of repeat homelessness.
	Healthier Wales	Positive – Reduction in rough sleeping, less homelessness and shorter stays in temporary housing when homelessness does occur help with overcoming health inequalities associated with homelessness (physical health and mental health and wellbeing outcomes)
	More equal Wales	Positive – Services are delivered in a way that are inclusive for all. Consideration has been given to local and regional gaps in provision for often marginalised communities who experience homelessness.
	Cohesive Wales	No Impact
	Vibrant Wales	No impact
	Globally responsible Wales	No impact

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>Without a clear communication strategy the core principles of Rapid Rehousing could be misunderstood and this may jeopardise collective “buy in” to the model. This could create organisational or political misgivings around the move to a new way of working. This is both a national and local risk and to assist with this conversation, Flintshire has been an active contributor to the Housing Support National Advisory Board Rapid Rehousing Task & Finish Group.</p> <p>Contributing to this national work stream has led to the development of a number of standardised messages and communication tools that all Local Authorities can now use to ensure consistency, when communicating the principles of rapid rehousing. This provides a strong platform for future consultation and engagement that will develop on the back of the Transition Plan. Members of the Councils Housing & Communities Scrutiny Committee benefited from a briefing on Rapid Rehousing on the 27th September 2022, to establish the core principles of Rapid Rehousing and further workshop activities will be explored.</p>

	<p>It is accepted that there is a lot to do in terms of framing the principles of rapid rehousing within the broader discussions of ending homelessness. We therefore seek to crystallise our own internal communications activity and narrative around rapid rehousing using the recently developed communications tools, before then delivering a range of engagement events to:</p> <ul style="list-style-type: none"> • Ensure a shared understanding of rapid rehousing and the principles of homelessness being “rare brief and un-repeated” • Share the approach for Flintshire Rapid Rehousing Transitional Plan 2022-2027 • Seek commitments from a wide range of partners and capture their commitments to supporting this transformational shift • Document pledges of support from our key partners to demonstrate commitments and shared responsibility for this agenda • Ongoing communication activity with elected members, public services and third sector partners as we progress with a move to Rapid Rehousing <p>It is clear that it will be important to work with our local partners, but also our regional partners to ensure collective buy in and support across public sector partners. Many of our partners do not work exclusively within a Flintshire footprint and discussions with North Wales counterparts about joint engagement and awareness raising events have already begun.</p>
4.02	<p><u>Service User Engagement</u></p> <p>A standardised consultation activity including questionnaire has been used across North Wales Local Authorities to inform the Housing Support Programme Strategy and ensure service user’s insight informs strategic priorities. This insight will inform the local Rapid Rehousing Transition Plan.</p> <p>Further work will be done to engage service users as the work associated with service change develops to ensure that people who use and rely on our services are at the heart of the process and policies we develop to respond to Rapid Rehousing.</p>
4.03	<p><u>Service Provider Feedback</u></p> <p>Again the engagement undertaken to inform the development of the Housing Support Programme is being used to inform the development of the Rapid Rehousing Transition Plan.</p> <p>Further work will be done to engage service providers as the work associated with service change develops to ensure that partners can help inform the process of change associated with the move to Rapid Rehousing.</p>

5.00	APPENDICES
5.01	Appendix 1: Rapid Rehousing Action Plan.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Flintshire’s Housing Support Programme Strategy 2022-2027 Housing Support Programme Strategy 2022-26 (flintshire.gov.uk)</p> <p>Welsh Government Programme for government https://gov.wales/programme-for-government-2021-to-2026-hml</p> <p>Housing Support Grant Guidance https://gov.wales/housing-support-grant-practice-guidance</p>

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Martin Cooil – Housing & Prevention Service Manager Telephone: 07880 423234 E-mail: martin.cooil@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Housing Support Programme Strategy - the single strategic document on housing support and homelessness prevention.</p> <p>Rapid Rehousing - Rapid rehousing is about taking a housing-led approach for rehousing people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long.</p> <p>Rapid Rehousing Transition Plan – the document that will outline how Flintshire and its partners will deliver on the Rapid Rehousing Agenda and lay the foundations for service transformation in regards to housing support and homeless prevention.</p> <p>Housing First – is a housing and support approach which gives people who have experienced homelessness and chronic health and social care needs a stable home from which to rebuild their lives. Provides intensive, person-centred, holistic support that is open-ended. Places no conditions on individuals; however, they should desire to have a tenancy.</p>