

PRIORITY 1: Tackling homelessness through robust and effective partnership working

Ref	Action	Task	Resources	Target	Measure
1.1	Appoint Strategic Co-ordinator to lead on the delivery of the Rapid Rehousing Transition Plan	Develop Job Description and complete recruitment	<ul style="list-style-type: none"> Additional Funding from Welsh Government – circa £60k per year next 3 years 	2022	<p>Rapid Rehousing Strategic Co-ordinator role developed</p> <p>Rapid Rehousing Strategic Co-ordinator appointed and in post</p>
		Explore opportunity for Regional Co-ordination Role	<ul style="list-style-type: none"> Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Regional Manager / Co-ordinator option explored and outcome
		Establish Community of Practice / Forum to pull together aspects of Rapid Rehousing across North Wales to explore opportunities for collaboration	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Forum established to share good practice within the evolving pieces of work across North Wales
1.2	Build on Regional working arrangements to enable collaboration in regards to rapid rehousing agenda	Map out all regional partners and explore opportunity for regional engagement activities with other NW LA's	<ul style="list-style-type: none"> Existing staff resources 	2022	List of partners and how they support homeless prevention and move on agenda identified
		RDC to complete high level assessment of all NW LA Rapid Rehousing Plans and identify opportunities for collaborative action and engagement with partners	<ul style="list-style-type: none"> Existing staff resources 	2022	<p>Mapping of common themes across the NWales area through RRTPs</p> <p>Identify opportunities for joint work as a Region through “shared challenges”</p>

1.3	Engage partners on Rapid Rehousing and deliver a robust communications and engagement plan for Rapid Rehousing	Identify partners to engage with to promote the principles of Rapid Rehousing	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Invites for Engagement Events to all local partners.
		Develop and deliver on Rapid Rehousing Engagement Work Plan	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	<p>Clearly documented Engagement Plan for Flintshire partners to:</p> <ul style="list-style-type: none"> Promote core principles of Rapid Rehousing Share the Priorities within the RRTP
1.4	Secure commitments and pledges of support from a wide range of public and 3rd sector partners in response to prevention of homelessness and rapid rehousing transition	Deliver a pledge event and see high level commitments from range of partners	<ul style="list-style-type: none"> Existing staff resources Existing partner contributions and commitments Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	<p>Schedule a Pledge Event for partners</p> <p>Clearly document commitments of partners in regards to how they contribute to Rapid Rehousing</p> <p>Understand partners challenges and seek ways to overcome through longer term planning and partnership working</p>

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

Ref	Action	Task	Resources	Target	Measure
2.1	Complete review of governance and work stream requirements to enable shift to Rapid Rehousing (Corporate Oversight)	Review existing groups Terms of Reference and work plans	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Complete review of existing work streams and understand their worth and contributions to the Rapid Rehousing Agenda
		Consider developing additional work streams for: 1) Rapid Rehousing 2) Empty Homes and PRS 3) Housing Strategy	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Agree additional work streams and clearly evidence and justify their remit and focus
		Develop Terms of Reference and Membership for those new Delivery Groups approved	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Adopt TOR for each of the work streams Senior Management and Elected Member representation at Delivery Groups in order to ensure corporate commitments to delivery on work streams
		Launch New Work Streams and adopt TOR and Appoint Chairs	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Range of partnership delivery groups with clear work plans and ownership of tasks associated with the Rapid Rehousing Agenda Chairs appointed and TOR in place Groups to adopt an annual work plan Regular updates on progress of Groups at half year and end of year periods

2.2	Appoint Data Analyst to support review of data and systems to support the Rapid Rehousing Transition Plan	Develop Job Description and complete recruitment	<ul style="list-style-type: none"> Additional Funding from Welsh Government – circa £60k per year next 3 years 	2022	Appoint Data Analyst to lead on the delivery of the data analysis to support the delivery of the Rapid Rehousing Transition Plan
2.3	Review existing IT infrastructure and data capture systems	Map out existing data sources and reports linked to rapid rehousing agenda and complete Data and Systems Review	<ul style="list-style-type: none"> Internal Funding identified through H&P Service 	2022	Comprehensive list of all data sources linked to the rapid rehousing agenda and an assessment of their suitability and robustness for routine data reporting
		Develop an improvement plan for Data and Performance Reporting	<ul style="list-style-type: none"> Internal Funding identified through H&P Service 	2023	Identify gaps analysis and enhancements required to the data sources to standardize and deliver routine and responsive data reporting functionality for rapid rehousing
		Invest in enhancements to current systems or procure a new IT system for homelessness and Housing Support	<ul style="list-style-type: none"> Existing staff resources Business Case to be developed subject to outcome of Review 	2023	<p>New IT infrastructure and performance management system adopted and fully operations</p> <p>Training for all staff and management for use and functionality to ensure data inputting and quality</p>
		Develop a suit of indicators and Performance Management Framework for Rapid Rehousing	<ul style="list-style-type: none"> Existing staff resources Business Case to be developed subject to outcome of Review 	2022	Regular performance reporting for operations Key Performance Indicators on a Monthly and Quarterly basis
2.4	Establish engagement strategy for involvement of people using our services to ensure “person centred focus”	Develop a panel of residents who are able to help us develop new ways of working and offer customer insight	<ul style="list-style-type: none"> Existing staffing resource Engagement budget for hosted events 	2023	<p>Bank of people who can be accessed to sense check our ways of working</p> <p>Build on the work of the Wellbeing Survey</p>

2.5	Review of all Homeless Prevention Policies and Procedures and develop policies and procedures as required	Review statutory service policies and procedures including interventions such as: 1) Homeless Prevention 2) Rent Rescue 3) Tenancy Saver	<ul style="list-style-type: none"> • Existing staff resources • Potential funding for spend to save activities • 	2023	<p>Policies reviewed and updated as required</p> <p>Policies adopted with service user feedback and involvement to ensure person centred</p> <p>Staff trained in all aspects of the policies and procedures</p> <p>Publish information on website for customer access with associated factsheets</p>
2.6	Increase staffing capacity and resilience within the Housing & Prevention Service	Complete Restructure of Housing & Prevention Service	<ul style="list-style-type: none"> • Management Capacity • Service restructure fully costed through Council Fund and HSG • FCC 5% efficiency target is a potential risk at a time of planned growth in service 	2023	<p>All posts to be occupied and new structure fully operational</p> <p>All new staff trained and inducted into the Service</p> <p>Clear Service Plan and Team Plans in Place with evidence of links to Rapid Rehousing Agenda</p>
2.7	Explore opportunities for Funding and project activity relating to piloting new allocations activities ahead of revised Code of Guidance from WGov	Engage with WGOV to explore opportunity for Pilot or Project in advance of changes to the Code of Guidance for Allocations	<ul style="list-style-type: none"> • Existing staff resources • Housing Partners existing resources • Seek Pilot and Innovation Funding from WGov 	2023	<p>Secure funding if available</p> <p>If not available scope out opportunity to fund independently through the SARTH Partnership</p> <p>Agree a Project Scope or close action</p>

PRIORITY 3: Ensuring support is available to everyone who needs it

Ref	Action	Task	Resources	Target	Measure
3.1	Mapping of all services against the Nationally Recognised Prevention Model	Engage partners through a Prevention Conference to map out all forms of prevention activity	<ul style="list-style-type: none"> Existing staff resources Conference costs 	2023	Deliver a Preventions Conference with HSG commissioned services and other partners
		Document range of prevention activities and ensure clear pathways for referrals and support services access	<ul style="list-style-type: none"> Existing staff resources 	2023	Develop and share a Prevention activities Directory for all partners and members of the public to be able to access
3.2	Develop online content and a “Homeless Prevention Toolkit”	Ensure partners and public are able to access self-help resources.	<ul style="list-style-type: none"> Existing staff resources IT improvements 	2023	Launch Online Homeless Prevention Tools
		Launch resources through a range of awareness and training events with key partners	<ul style="list-style-type: none"> Existing staff resources 	2023	Promote the new online resources with Partners and 3 rd sector organisations through a range of training and awareness events
3.3	Review Floating Support and housing support HSG projects.	Commence re-tendering of Floating support and housing related support in line with identified need	<ul style="list-style-type: none"> Existing staff resources Housing Support Grant 	2024	Complete retendering of housing related support services and commission HSG Floating Support and other complimentary housing related support Services that meet local need
3.4	Review Supported housing HSG projects and need for supported housing	Commence re-tendering of supported housing in line with identified need	<ul style="list-style-type: none"> Existing staff Housing Support Grant 	2024	Complete retendering of supported housing services and commission HSG Supported Housing Services that meet local need
3.5	Explore opportunities for Multi Agency Support Needs Assessments	Research models of multi-disciplinary approaches to complex needs and support needs assessment – Cardiff Model	<ul style="list-style-type: none"> Existing staff Partner agencies support 	2022	Conduct study visit to Cardiff with trusted Partners to review the work of the Complex Needs Panel

3.6		Develop "Complex and unmet support needs panel"	<ul style="list-style-type: none">• HSG for Complex Case Co-ordinator• Existing staff• Partner agencies support	2023	Pilot a Complex Needs Panel for Flintshire for people with significant support needs Ensure joined up support planning with clear pathways into other services and document clear processes
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PRIORITY 4: Transforming our temporary housing offer

Ref	Action	Task	Resources	Target	Measure
4.1	Closedown Temporary Accommodation Audit.	Improve management of temp accommodation and increase staffing.	<ul style="list-style-type: none"> Existing staff resources Recruitment needed to bolster Team capacity 	2023	<p>New Private Sector Housing Team developed and all staff in post</p> <p>Green Audit Findings for Temporary Accommodation service</p>
4.2	Progress feasibility study for new homeless hub in Deeside.	Identify site, progress feasibility study and costings.	<ul style="list-style-type: none"> Existing staff resources Consultancy Costs for Feasibility Work 	2023	<p>Feasibility study complete</p> <p>Fully costed model and site identified for capital and revenue funding</p>
4.3	Explore opportunities for potential 2 nd homeless hub in south of county.	Identify site, progress feasibility study and costings.	<ul style="list-style-type: none"> Existing staff resources Consultancy Costs for Feasibility Work 	2024	<p>Site to South of County identified</p> <p>Feasibility study complete</p> <p>Fully costed model and site identified for capital and revenue funding</p>
4.4	Improve standards of existing temporary accommodation	Identify opportunities to work with property owners to invest in remodeling existing temporary housing	<ul style="list-style-type: none"> Explore grants and loans for improvement works for Landlords on the Lease Scheme 	2024	Move away from high density shared housing to en-suite and self-contained facilities for temporary housing
4.5	Increase capacity in the Temporary housing portfolio enabling move away from sub-standard shared	Identify and secure self-contained properties through private sector leased model.	<ul style="list-style-type: none"> Business case required to take on more properties 	2023	More self-contained homes available for temporary housing through the private sector leased offer
		Explore opportunities for temporary accommodation within housing partners stock	<ul style="list-style-type: none"> Business case required to take on more properties 	2023	More self-contained homes available for temporary housing through the social housing leased offer

		Increase capacity for low density shared temporary housing through leased and social housing options	<ul style="list-style-type: none"> • Business case required to take on more properties 	2023	<p>More shared homes available for temporary housing through the private sector leased offer</p> <p>Take on more social housing for use as shared temporary accommodation to increase and improve the capacity of temporary housing for single homeless people</p>
4.6	Increase capacity for temporary accommodation for families	Identify and secure self-contained properties through private sector for use at temporary housing	<ul style="list-style-type: none"> • Business case required to take on more properties 	2024	Take on more PRS housing for use as temporary accommodation to increase and improve the capacity of temporary housing for homeless people/households
		Explore opportunities for temporary accommodation within housing partners stock	<ul style="list-style-type: none"> • Business case required to take on more properties 	2024	Take on more social housing for use as temporary accommodation to increase and improve the capacity of temporary housing for homeless people/households

PRIORITY 5: Increasing the supply and access to affordable housing in line with local need

Ref	Action	Task	Resources	Target	Measure
5.1	Complete research into the local Private Rented Sector	Commission a piece of research into the changing landscape of the local Private Rented Sector	<ul style="list-style-type: none"> Existing resources via Planning 	2022	<p>Research report produced by Arc4 on the local private rented sector</p> <p>Use report to inform the PRS elements of the LHMA</p> <p>Identify opportunities for interventions and opportunities within the PRS</p>
5.2	Complete update of Flintshire's LHMA	Scope out and deliver on the 2013 refresh of the LHMA	<ul style="list-style-type: none"> Existing resources via Planning 	2023	Refreshed data and new Local Housing Market Assessment for Flintshire
5.3	Deliver FCC and Housing new build programme	<p>Deliver of the Housing prospectus</p> <p>Complete Sites and New Build as per forward work plan within the New Build Development of FCC</p> <p>Enable the new build of Housing Association Partners through the forward work plan for New Build Development linked to SHG</p>	<ul style="list-style-type: none"> Social Housing Grant FCC and Housing Association Partners Capital Funds 	2023	<p>Increased number of social housing properties in Flintshire</p> <p>Increase number of Intermediate Rental properties in Flintshire</p> <p>Annual Delivery Plan and Pipeline for New Build Schemes (Prospectus)</p>
5.4	Explore potential additional sites for development of new homes	Review Council Land including garage sites and other registered assets to explore opportunities for new build development	<ul style="list-style-type: none"> Existing Staffing Resources Capital Funding for purchase of land 	2023	Identify and secure sites for development of affordable house build programme

		Liaise with public sector partners to explore opportunities to access land for new build	<ul style="list-style-type: none"> Existing Staffing Resources Capital Funding for purchase of land 	2023	Identify and secure sites
5.5	Identify ways to overcome the “phosphates issue” that may otherwise hinder new build developments	<ul style="list-style-type: none"> Refer to Dee Catchment Phosphorous Reduction Strategy already in place to support the LDP Access mitigation feasibility work underway to support implementation of the LDP Consider other means of provision including buying from existing stock, or conversion of existing buildings Develop short, medium, and long term action plan for provision to align with likely provision of phosphate mitigation in Flintshire 	<ul style="list-style-type: none"> Existing Staffing Resources Work with Planning colleagues Input into potential corporate phosphates working group to be established 	2023	<p>Delivery of further phosphate mitigation feasibility work Nov 2022</p> <p>Delivery of local phosphate mitigation action plan Nov 2022</p> <p>Site search assessment avoiding phosphate vulnerable locations</p> <p>Scoping for investment in existing stock, development of Council voids, and conversion of existing buildings</p>
5.6	Increase capacity for affordable housing through empty homes	Bring empty properties back into use for use as affordable or temporary housing supply	<ul style="list-style-type: none"> Existing Staffing Resources Business Case for Leasing Options SHG for options for purchase 	2023	<p>Identify empty homes and target for proactive engagement with landlords with view to bringing back into use</p> <p>Develop an Empty homes Offer linked to Leasing for both All Wales Leasing Scheme and Temporary Housing</p>

					Explore opportunities for purchase of empty homes through Social Housing Grant and other Capital funding
5.7	Explore options for a Purchase with Sitting Tenants “Tenancy Rescue” Package	Define target properties where the only option of avoiding homelessness is to purchase and for tenant to remain	<ul style="list-style-type: none"> Existing Staff Resources HSG and Capital Funding for Purchase options 	2023	Identify the household and properties types to be targeted for such an intervention (Disabled households, already adapted or suitable for adaptation properties, large family homes etc.)
		Support National Working Group in partnership with other LA’s Housing Partners and Shelter Cymru	<ul style="list-style-type: none"> Existing Staff Resources 	2023	Engage in the National Working Group and inform a national piece of best practice development identifying risks, cost implications and barriers to deliverability and scalability of such an approach
		Develop principles for a Tenancy Rescue Model and look at ability to scale up the model for target households where landlord is selling	<ul style="list-style-type: none"> Existing Staff Resources HSG and Capital Funding for Purchase options 	2023	Clearly document the approach and fully cost the feasibility of the model for determined tenancy rescue purchase scheme
5.8	Sign Up to the All Wales Private Sector Leasing Scheme	Bring online properties through new All Wales Leasing Scheme	<ul style="list-style-type: none"> Increased Staffing Resources on back of Service Restructure Additional Grant for home improvements linked to the All Wales Private Sector Leasing Scheme 	2023	Join the All Wales Private Sector Leasing Scheme Increase supply of affordable homes available for prevention and relief of homelessness through Leasing Scheme
5.8	Explore re-development and re-designation options of	Map out the existing stock and what could be re-	<ul style="list-style-type: none"> Existing Staffing Resources 	2022	Revisit the initial works undertaken as part of the Flintshire Sheltered Housing Review

	existing social housing stock	designed to align more to housing need			
		Complete Sheltered Housing Review to identify sites for potential re-designation and development	<ul style="list-style-type: none"> Existing Staffing Resources Capital Funding options 	2023	Complete options Appraisals for sites identified within the Sheltered housing Review and progress to full scale feasibility study for re-designation and development
		Share sheltered housing review process with housing partners and support their opportunities for re-designation and redevelopment	<ul style="list-style-type: none"> Existing Staffing Resources 	2023	Share the Model for Stock Review with SARTH Partners and ensure local housing and homelessness demand data is considered when exploring opportunities to re-align stock to local need
5.9	Sustain the 50% nominations process for homeless lets whilst awaiting revised Code of Guidance for Allocations and / or new Common Allocations Policy	Maximize the 50% take up of social housing through homeless Nominations	<ul style="list-style-type: none"> Existing Staffing Resources 	2022	Increase number of homeless households accessing social housing for relief and prevention of homelessness outcomes
5.10	Review the Common Allocations Policy (SARTH - Single Access Route to Housing)	Explore opportunity for Pilot of a New Policy in consultation with SARTH Partners and WGOV (move toward new code of guidance)	<ul style="list-style-type: none"> Existing Staffing Resources 	2023	<p>New Common Allocations Policy in place to support principles of Rapid Rehousing</p> <p>Identify learning to inform National Policy direction for Wales Code of Guidance if Pilot Adopted</p> <p>Opportunity to test enhanced priority for homeless via Allocations Policy as the norm</p> <p>Impact Assessment for other housing needs</p>
5.11	Review of all existing Local Lettings Policies to ensure no significant barriers to	Identify all existing Local Lettings Policies	<ul style="list-style-type: none"> Existing Staffing Resource 	2022	Detailed Log of all LLPs and information published on the Councils Website

	Rapid rehousing Principles	Assess for impact against homeless cohorts and ensure no significant impacts to detriment of specific homeless client groups	<ul style="list-style-type: none"> Existing Staffing Resource 	2023	<p>Impact Assessments and intended outcomes framework process to be developed for all LLP's</p> <p>Deadlines for review of all LLP's and clear end of LLP Period Reporting Framework to assess the outcomes of applying the LLP impact</p> <p>Quash any LLPs no long appropriate or to significant detriment of homeless cohorts and deemed unjustified</p>
5.12	Work with FCC and housing partners to explore opportunities for fast tracking of social housing voids for homeless lets	Assess resource and policy impacts of prioritizing homeless voids to reduce turnaround times	<ul style="list-style-type: none"> Existing Staffing Resource HSG Discretionary Funding to be considered for Home starter Packs Consideration of funding Caretaker Handy Man new tenant support 	2023	<p>Report provided outlining options for fast tracking of voids if required for homeless households under offer</p> <p>Engage with residents moving into social housing to develop a Home Starter Offer to help people settle into a new home</p>