

COMMUNITY, HOUSING & ASSETS OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Wednesday, 9 th February 2022
Report Subject	Housing Support Programme (HSP) Strategy 2022/2026
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This report provides an overview of the Housing Support Programme (HSP) Strategy requirements and the approach taken in Flintshire to develop and adopt the HSP Strategy by the end of March 2022. The HSP Strategy is attached for final review along with details for delivery and monitoring of the HSP Strategy and supporting Action Plan for the period 2022-2026.

RECO	MMENDATIONS
1	To note the work undertaken to date in developing the HSP Strategy for Flintshire ahead of the deadline for adopting the HSP Strategy (31st March 2022)
2	To provide comments and observations on the HSP Strategy (attached as Appendix 1) ahead of formal consideration by Cabinet.

REPORT DETAILS

1.00	EXPLAINING THE HOUSING SUPPORT GRANT (HSG) AND THE HOUSING SUPPORT PROGRAMME STRATEGY
1.01	Background to the Housing Support Programme Strategy Welsh Government now require Local Authorities to develop a Housing Support Programme (HSP) Strategy every four years, with a mid-point review every two years. The HSP Strategy should outline the strategic direction of the local authority for housing related support services. This

should provide a single strategic view of the local authority's approach to homelessness prevention and housing support services. As such, it would include both statutory homelessness functions funded through the revenue settlement and non-statutory preventative services funded through the Housing Support Grant (HSG).

Local authorities must ensure the Strategy, as the single strategic document on housing support and homelessness prevention, also satisfies the existing statutory requirements for a homelessness strategy under Part 2 of the Housing (Wales) Act 2014. There is no requirement to produce a separate strategy. Effectively the current Homelessness Strategy (North Wales Homelessness Strategy 2018 - 2022: People, homes and services "A regional approach to tackling homelessness in North Wales" – see accessible document 6.01) comes to an end 9 months early and will be replaced by the new HSP Strategy which will run April 2022 – March 2026.

The HSP Strategy should take into account how it can support delivery of the Welsh Government's vision and aims for the prevention of homelessness and the transformational shift required to move to a rapid re-housing approach. Welsh Government guidance on the development of the HSP Strategy has been issued through a number of national briefings and workshops and detailed guidance has been issued (Appendix 2).

1.02 Background to the Housing Support Grant

In April 2019 Welsh Government introduced the new Housing Support Grant (HSG). This is an early intervention housing related support programme targeted at people in housing need and at increased risk of homelessness. The HSG programme brings the historic funding streams for Supporting People, Homelessness Prevention and Rent Smart Wales grants into one single funding stream.

For several years, there had been a standstill budget with Flintshire receiving £5,950,818 each year. In an effort to bolster resources for this agenda, Welsh Government announced a further £40m would be put into the national award for HSG for 2021-2022 onwards. Flintshire have since received an annual award of £7,828,610. This is a significant increase of £1,877,792 and reflects the priority that Welsh Government place on this funding stream and the importance of housing related support and the prevention of homelessness. Recent announcement of a 3 year settlement for this funding stream enables longer term planning and again supports ongoing commitment to this area of work as we focus on recovery from the Covid pandemic.

Additional services have been identified for Flintshire and activity undertaken to mobilise increased service delivery through this additional funding. However significant workforce challenges and other operational issue sees Flintshire and many other Council's in a position where they are projecting underspends on this year's increased allocation (2021/2022). Welsh Government accept that this has been a transitional year but require the development of the HSP Strategy and annual delivery plan to ensure the additional resources are targeted and fully utilised at the local level.

1.03 | Current Housing Support Grant Services

Examples of services delivered by Flintshire County Council and commissioned through other housing support partners include but not limited to:

Supported Housing

A range of supported housing for those people who require short to medium term housing and intensive support (up to two years). Services and accommodation made available for a range of household types, singles, couples, families. Examples but not limited to:

- Plas Belin Family Supported Housing Scheme (Local Solutions)
- Llys Emlyn young persons Supported Housing (Clwyd Alyn)

Refuge Accommodation

Male and Female Refuge provision for those fleeing domestic abuse and needing access to specialist support and safe accommodation. Example but not limited to:

- Male Refuge (Domestic Abuse Service Unit)
- Women & Children Refuge (Clwyd Alyn Women's Aid)

Emergency Bed Provision

The Homeless Hub in Queensferry is run by The Wallich and provides temporary accommodation and support with a range of partners accessing the Homeless Hub in order to engage with residents. Many of these residents often struggle to sustain engagement for a variety of reasons associated with the complexity of their needs and vulnerabilities.

Tenancy Related Support

Short term Housing related support and advice services that help people set up and sustain their tenancies across social and private rented sector properties. This can assist people with a wide range of housing issues to prevent these escalating to a risk of homelessness. Examples include but not limited to:

- CBASS Community Based Accommodation Support Service for Older People (Flintshire Council)
- Generic Tenancy Support (Shelter Cymru)
- Offender Focused Housing Support (Kaleidoscope)

Financial Inclusion & Debt Advice Services

Access to timely financial inclusion and debt advice is an important intervention when considering risks to homelessness which are often related to rent arrears and other household debt issues. With significant strain on various debt services and often lengthy waiting times it is important that we have a fast track route into services for people with housing related debts. Examples include:

- Specialist Debt Advisor linked to Housing & Prevention Service (Flintshire Council)
- Specialist Debt Caseworker (Flintshire Citizens Advice)

Housing First

An intensive support service, targeted at people with highly complex needs and often with a significant history of rough sleeping. Elected Members from the Community Housing & Assets Overview and Scrutiny Committee

received a briefing about the roll out of Housing First in January 2021 and the service will be developed further in 2022 onwards.

1.04 Developing the Housing Support Programme Strategy

Local Authorities are required to identify local needs and ensure that resources are targeted at areas of growing need and demand. The needs analysis pulls on specific data sets relevant to housing related support such as service requests via the Housing Support Gateway (the single point of access for Housing Support) and other data such as homeless presentations, Citizens Advice Gateway, Domestic Abuse referrals etc.

Consultation with service users and with local stakeholders who deliver services and support people to access Housing Support is also drawn upon to inform our needs analysis. A number of consultation activities have informed the development of the HSP Strategy and are outlined within Section 4 of this report.

A robust needs assessment is also required and will bring together a number of existing data sets along with local service demand information. This data will drive the detailed work within the action plan and priorities for the HSP Strategy along with informing the Spend Plan for Housing Support Grant. High Levels Needs Assessments and data sets to be referenced within the Strategy will include but not limited to:

- Population Needs Assessment
- Local Authority Wellbeing Assessment
- Homelessness statistics and other housing data such as waiting lists
- Welsh index of multiple deprivation
- Regional VAWDASV needs assessment
- Housing Support Grant Outcomes data
- Needs data from providers, gateway panels
- Unmet needs data over the 12 months from providers, homelessness reviews

A detailed Project Plan was developed to ensure the successful delivery of the HSP Strategy within deadline. Key milestones include:

- Final draft in place by end December 2021 and submitted to Welsh Government
- Feedback from Welsh Government expected mid-January 2022
- Final Strategy to be signed off by cabinet by end of February 2022.

Once finalised and approved by Cabinet the HSP Strategy and Statement of Need must be published on the local authority website and available in both Welsh and English.

1.05 HSP Strategy Vision, Principles and Priorities

Adopting a vision for the strategy provides a clear focus for all partners in terms of our shared ambition to tackle homelessness and housing related support issues. A vision should be bold and ambitious and set a clear aspiration for the future that inspires action. Flintshire's HSP Strategy vision is:

"Ending homelessness, overcoming housing problems and delivering person centred support that meets the needs of people in Flintshire, through partnership working and early intervention"

In delivering this vision the following core principles will be adopted by the Council and its partners:

- We will ensure that all Council services are committed to ending homelessness in Flintshire
- We will work with partners to prevent homelessness, and where it cannot be prevented we will ensure it is rare, brief and unrepeated
- We will support the people of Flintshire to live healthy and independent lives within safe homes and resilient communities
- We will deliver quality support services that are person centred and are informed through service user involvement
- We will promote honesty, respect and dignity between the people who deliver our services and the people who benefit from our services
- We will celebrate the successes of our services and invest in our workforce to deliver the highest levels of support
- We will work with partners across the North Wales region on shared challenges and where opportunities for collaboration arise

Following analysis of the Needs Assessment and service user and service provider feedback, the following priority areas have been identified to provide focus when delivering the HSP Strategy. The Action Plan supporting the Strategy captures the high level tasks required to deliver against these priority areas.

- Priority 1 Adopting Early Intervention and Targeted Prevention Activities
- Priority 2 Strengthening Person Centred Approaches and Responding to Complex Needs
- Priority 3 Developing the TrACE Agenda
- Priority 4 Supporting Workforce Development and Resilience
- Priority 5 Reviewing and improving Flintshire's Housing Offer
- Priority 6 Moving towards a "Rapid Rehousing" approach

1.06 | HSP Strategy Local Action Plan

The additional funding for 2022 onwards and the development of the HSP Strategy provides a significant opportunity to enhance the current housing support and homeless prevention offer for Flintshire. It is also important to ensure resources and collective focus across partners is coordinated and delivers on the Local Delivery Plan Priorities. Detailed below are some of the additional activities and service enhancements that will be delivered for 2022 and beyond and captured through the Action Plan

Early Intervention and Preventative Approaches

The additional funding enables increased capacity within local housing support related services. Whilst this is positive and provides more intensive support to be targeted at people at risk of homelessness and those struggling to live independently, there also needs to be a clear commitment from all services working within Flintshire to deliver services that enable people to have a good quality of life and reduce poverty, hardship and in turn mitigate risks related to housing and homelessness services.

Exploring the potential for a Young Persons Homeless Hub
Flintshire aim to develop a Young Persons Homeless Hub with selfcontained temporary supported accommodation, providing the opportunity
for young people to develop independent living skills and lay the
foundation for positive tenancies in adulthood. This facility could also
provide open access to a range of other housing support and young
person services under one roof. Model to be developed further. No
location identified.

Homeless Hub - Emergency Bed Provision

There is a need to develop an alternative to the current Homeless Hub at Glanrafon in Queensferry. Whilst it is necessary to sustain the current 24/7 delivery model at Glanrafon and support people onto alternative forms of longer term housing, there will continue to be a need for emergency housing. The future offer will however need to ensure a range of self-contained accommodation is available along with a multi-agency support model that builds on the lessons learnt service delivery during the Covid pandemic. No site for this provision has been identified.

Opening up the Private Rented Sector

Limited social housing, increasing demand, and lengthier waiting times, mean that supporting people to access the private rental sector is more important than ever. Having dedicated officers working with landlords, letting agencies and prospective private renters to remove barriers to securing a privately rented home in Flintshire will support the move towards a "rapid rehousing approach" and seek to increase the supply of affordable homes across all tenures.

Additional training, welfare and support for frontline staff

It is important there is an acknowledgement that responding to the current and future demand for housing support and homelessness services is a significant challenge. Investing in the people who deliver these critical services will be important to ensure the workforce is skilled, resilient and ready for the challenges ahead. A range of training, development and support across all service providers, along with attractive terms and conditions will ensure the sector can retain and attract an appropriately skilled workforce.

Developing a Rapid Rehousing Transition Plan

Welsh Government have identified the need to move to a "Rapid Rehousing" approach to enable people to exit homelessness promptly. Within the broader vision to ensure homelessness is "rare, brief and non-

repeated" all Councils will need to develop local plans that identify how services will be transformed and enable the "Rapid Rehousing Model". This approach encompasses the Housing First model and ensures that not only are outcomes for homeless people "housing led", but that tailored packages of support enable people to sustain their housing without instances of repeat homelessness.

1.07 | Regional Working

North Wales Local Authorities have previously worked together to adopt the North Wales Homelessness Strategy 2018 - 2022: People, homes and services "A regional approach to tackling homelessness in North Wales" Accessible Document 6.01)

Whilst each Local Authority is now adopting their own HSP Strategy for 2022-2026, there remains a clear commitment to joint working across the region. Partnership working through the development of the HSP Strategies has been incredibly positive and North Wales continues to be respected for it's joined up activities and collaborative working by Welsh Government and other regions.

Forums such as the Regional Housing Support Collaborative Group (RHSCG) continue to push for opportunities to collaborate and share best practice and resources and the RHSCG has identified regional priorities for its work plan. Within the HSG guidance regional working is categorised as:

- Cat 1) Development of specialist services for which there is not a critical mass locally
- Cat 2) Development of regional services where justified by economies of scale
- Cat 3) Delivery of improvements to be achieved by collaboration
- Cat 4) Collaboration with other public services.

What are the RHSCG regional priority areas for 2021-22 onwards

Cat 1: Development of specialist services for which there is not a critical mass locally.

Our North Wales service user feedback questionnaire and the local authority HSG housing needs assessment data will highlight gaps in service provision. Priorities under this category to be progressed through the RHSCG for 2021/22 onwards are:

- Regional LGBTQ+ training
- LGBTQ+ regional project / dispersed unit
- Regional hoarding project
- Explore a regional dispersed unit / refuge for male survivors of domestic abuse

Cat 2: Development of regional services where justified by economies of scale

The RHSCG will continue funding the Phase 2 regional project commissioned jointly with the area planning board for the North Wales Collaborative Outreach service. The RHSCG has also agreed to contribute for another year to the jointly commissioned Independent Domestic Violence Advisors with the VAWDASV funding and OPCC.

Another years funding has also been committed for target hardening and has increased in some local authorities. The RHSCG in unison with the VAWDASV commissioning group will explore the potential for a regional dual diagnosis domestic abuse refuge.

Cat 3: Delivery of improvements to be achieved by collaboration

The RHSCG will continue to build links where a housing support is an element of another regional agenda and ensure there is collaboration and partnership working at a regional level to deliver improvements to services. Bespoke training will be explored by the RHSCG for our Housing Support Grant providers, specifically looking at Mental Health First Aid training. The HSG leads will be exploring for the RHSCG how we can ensure services are operating a psychologically informed environment approach. This is essentially a culture shift we are prioritising to embed trauma informed provision. The RHSCG will continue to have Rapid Rehousing as a standard agenda item going forward. It is crucial we use this platform to share local authority knowledge in progressing towards Rapid Rehousing Hubs across North Wales.

Cat 4: Collaboration with other public services.

The RHSCG will continue to improve links with the RPB and other regional boards / partnerships where there is a housing linkage / agenda. RHSCG Vice Chair Sam Parry, Housing Services Manager for Conwy County Borough Council is the local authority housing rep at North Wales RPB.

The RHSCG will continue to formalise line of communication related to regional working. We need to make better connections with health and probation at the RHSCG to ensure the housing related agenda has formalised links and a communication pathway to address current issues.

A detailed work plan will be available at each RHSCG meeting addressing progression against the priorities, listed these are:

- Regional LGBTQ+ Training
- LGBTQ+ Regional Project / Dispersed Unit
- Regional Mental Health First Aid Training
- Regional Hoarding Project
- Regional Dispersed Unit / refuge for Male survivors of domestic abuse
- Explore potential for a regional Dual Diagnosis Domestic Abuse Refuge
- Explore regional opportunity to embed Psychological Trauma Informed approach
- Rapid Rehousing

2.00	RESOURCE IMPLICATIONS
2.01	Developing the HSP Strategy The development of the Strategy sits with the Housing & Prevention Service. Engagement with service users, service providers and other public sector and third sector partners is key to ensuring that we not only listen to the experiences of people on the front line, but also gain buy in

that housing support and nomelessness is a shared agenda.
that housing support and homelessness is a shared agenda.
from services and extended partners through a clear acknowledgement

2.02 <u>Delivering on the HSP Strategy</u>

Detailed below are the cost implications associated with the delivery of Housing Support Programme Strategy in Flintshire for 2022-2026:

Revenue: The Housing Support Grant award is usually shared with Council's annually in December. The Welsh Government have now given a 3 year allocation award for 22/23, 23/24 and 24/25.

Capital: Whilst HSG is a revenue grant, there are implications for Capital expenditure. Some services need to be delivered from specific housing settings and there will be a need to identify and potentially build new accommodation that will meet the needs of people who experience homeless. Both the Emergency Bed Provision and the Young Persons Homeless Hub referenced in Section 1.04 of this report will require significant capital investment and have been flagged early with in the Councils Capital Programme and Housing Prospectus which have been approved by the Council.

Human Resources: The additional HSG funding provides an opportunity to increase capacity across a range of services and some of this additional capacity will be fulfilled through the Councils recruitment process. Despite the appetite to increase the workforce both internally and through commissioned services, there is a shortage of appropriately skilled people within the local labour market presently. This is not unique to Flintshire. We have explicitly referenced this as a priority issue through the HSP Strategy in regards to workforce development and resilience.

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 meet the deadline for completing the HSP Strategy and having it in place for 1st April 2022
	Mitigation: A detailed project plan and a timetable for "political sign off" was approved by Senior Management and Informal Cabinet in November 2021 and we are now approaching final stages of adoption of the HSP Strategy with Scrutiny Committee 9 th February 2022 and Cabinet 15 th February 2022.
	Risk: Failure to utilise the full award of Housing Support Grant in light of the significant increase in award
	Mitigation: A robust delivery plan, prompt commissioning of services along with monitoring spend against the delivery plan through financial controls

Risk: Failure to secure enough people into posts in order to fulfil the aspirations of the HSP Strategy and local HSG Delivery Plan.

Mitigations: Adopt "Workforce Development & Resilience" as a priority for the HSP Strategy and work collaboratively with partners in the sector to invest and retain existing staff and attract more staff

An Integrated Impact Assessment (IIA) has been completed as required and submitted for review to Welsh Government alongside the Draft Strategy and has been shared with partners. The IIA will be published on the Councils Website when the HSP Strategy is launched.

3.02 Ways of Working (Sustainable Development) Principles Impact

Long torm	Desitive Increase in targeted support and
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
	Tamigo of pooples filedas
Integration	Positive – Increased integration between
	services and partner organisations
	Services and partiter organisations
Collaboration	Positive – Increased collaboration between
	services, partner organisations and service
	, ,
	users
Involvement	Positive – Service user involvement to help
	• 1
	shape effective services so that support is
	timely and person centred

Well-being Goals Impact

Prosperous Wales	Positive – With additional funding more jobs will be created to deliver housing related support on a greater scale within Flintshire. Opportunities to support the labour market through training and development opportunities are being considered in conjunction with colleagues from Communities for Work.
Resilient Wales	Positive – Creating services that are prevention focused and build resilience to avoid households becoming homeless
Healthier Wales	Positive – Reduction in rough sleeping, overcoming health inequalities associated with homelessness and poor housing

	conditions and investment to increase targeted support for people with housing issues and mental ill-health
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 such as the homeless, those with mental health or substances issues and the LGBTQ+ community.
Cohesive Wales	No Impact
Vibrant Wales	No impact
Globally responsible Wales	No impact

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Service User Engagement A standardised consultation activity including questionnaire has been used across North Wales Local Authorities to inform the Strategy and ensure service user's insight informs strategic priorities.
	The standardised approach to engagement will enable key themes and issues to be considered both at the local and regional level. 112 responses received for Flintshire. Total responses for North Wales was 428 so Flintshire engagement activity has been well supported by our service users. A copy of the Service User Feedback is attached as Appendix 3.
	Service User feedback has been of great benefit and has offered significant insight that has helped identify and shape the priorities outlined within the HSP Strategy.
4.02	Service Provider Feedback Online survey responses from local service providers have been very beneficial and again a standardised approach for North Wales enables shared challenges and issues for the region to be identified and reflected through specific regional actions within the Strategy and Action Planning process.
	Again take up and engagement in the process from Flintshire has been positive, with 42 Flintshire services engaging in the process. A total of 111 responses were received across the whole of North Wales. A copy of the Service Provider Feedback can be found attached as Appendix 4.
	Service Provider feedback has been of great benefit and has offered significant insight that has helped identify and shape the priorities outlined within the HSP Strategy.

4.03 Stakeholder and Key Partners Feedback on the Strategy

In order to ensure partners across public services, third sector and other departments of the Council endorse the HSP Strategy and sign up to the vision, priorities and action plan, a Draft Strategy was shared with Partners in early January 2022 for comment.

The overwhelming support for the HSP Strategy from partners has been greatly appreciated and will serve Flintshire well in regards to ensuring homelessness and housing related support is a multi-agency priority.

Feedback from Stakeholders and Key Partners has been taken into account when fine tuning the Strategy and responses issued to those agencies who have contributed towards this final stage of consultation activity.

4.04 Welsh Government Feedback on the Strategy

A Draft Version of the HSP Strategy was required to be submitted to Welsh Government for review by the 31st December 2021 and feedback was received mid-January.

Positive feedback from Welsh Government was welcomed with some minor amendments and suggested changes which have now been considered and actioned as felt appropriate by Housing & Prevention Service Manager and the Housing Support Planning Group.

Local Authorities are not required to adopt all suggested amendments or required to accept or action feedback. The feedback received was constructive and was carefully considered as part of the final HSP Strategy revisions.

Welsh Government are not required to "sign off" on the Strategy (this is a local issue for Members to adopt for Flintshire), but we are grateful for their observations and advice throughout, and have benefited from regular support and guidance from our designated Relationship Manager at Welsh Government.

4.05 Housing Support Planning Group

Flintshire's Housing Support Planning Group (HSPG) is a multi-agency group with clear Terms of Reference and have Strategic oversight of the Housing Support Grant regime and now the HSP Strategy.

This group will be key to monitoring the success of the HSP Strategy and is a multi-agency group made up of key public services and 3rd sector representation. The Group met on the 20th January 2022 and unanimously support the HSP Strategy and have offered support and guidance on minor amendments in light of the suggestions of trusted partners and Welsh Government as referenced in section 4.03 and 4.04 of this report.

Regular progress updates on delivery of the HSP Strategy and Action Plan will be issued to the HSPG and the membership will be extended to engage more key partners who will help in the delivery of the HSP

Strategy. This will ensure co-ordination and support for shared ownership
of the agenda and Action Plan.

5.00	APPENDICES
5.01	Appendix 1 – Flintshire's Housing Support Programme Strategy 2022- 2026 Draft as of 31 st December 2021
5.02	Appendix 2 – Housing Support Programme LA Template: Guidance for developing the HSP Strategy
5.03	Appendix 3 – Service User Insight for HSP Strategy Development Consultation
5.04	Appendix 4 – Service Provider Insight for HSP Strategy Development Consultation

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	North Wales Homelessness Strategy 2018 - 2022: People, homes and services "A regional approach to tackling homelessness in North Wales" https://www.cih.org/news/north-wales-regional-homelessness-strategy
6.02	Welsh Government Programme for government https://gov.wales/programme-for-government-2021-to-2026-hml
6.03	Housing Support Grant Guidance https://gov.wales/housing-support-grant-practice-guidance

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

8.00	GLOSSARY OF TERMS
8.01	Housing Support Programme Strategy - the single strategic document on housing support and homelessness prevention. Regional Service User Questionnaire – this is a live online questionnaire
	where service users from the 6 Local Authorities can provide feedback for the service they have been provided through the HSG. Conwy host this questionnaire and provide annual reports for the region.

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.

VAWDASV – Violence Against Women, Domestic Abuse and Sexual Violence is a fundamental violation of human rights, a cause and consequence of inequality and has far reaching consequences for families, children and society as a whole.

Dual Diagnosis – (also referred to as co-occurring disorders) is a term for when someone experiences a mental illness and a substance use disorder simultaneously. Either disorder (substance use or mental illness) can develop first.

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.

Relationship Manager – Each Local Authority now has a designated Relationship Manager linked to the housing support and homelessness agenda within the Housing Policy Division of Welsh Government.