Wrexham Homelessness Strategy Action Plan 2018-2022

Priority 1 - Developing a Robust and Effective Housing Options Service

1.1   Develop a high quality, accessible and customer focused Housing Options Service

What would success look like?

- All customers receive a high quality customer focused and consistent service that meets their individual needs
- Effective policies and procedures are in place and regularly reviewed
- All decisions are legally compliant
- High levels of customer satisfaction
- An accessible service that can meet all of the customers housing needs under one roof
- Effective reception arrangements that can appropriately direct customers to the correct services
- A range of clear advice and information available online to enable customers to access the correct information at the right time
- That all individuals in housing difficulties across Wrexham can access the information and advice at the time that they need it
- Reduction in complaints
- Improved client engagement, with a reduction in loss of contact and non-co-operation outcomes

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Develop a robust case, management procedure and ensure learning is disseminated	• Draft case management procedure • Develop case file template • Train all staff • Roll out procedure • Monitor adherence through one to ones • Ensure that learning feeds into individual development plans	Yr 1/2			

		• Review effectiveness of the process				
	Regular monitoring of case files and service standards using a designed proforma	• Proforma developed and rolled out • Monitoring built into one to ones	Yr 1/2			
	Develop a range of service standards to ensure a consistently high standard of service delivery	• Develop a range of service standards in consultation with staff and customers in line with Welsh Audit Office's recommendations • Develop monitoring arrangements • Roll out • Review	Yr 1/2			
	Review triage arrangements to ensure that customer demand is effectively managed and enable case work time leading to prevention outcomes, with minimal staff handovers	• Develop a process and procedure guide to support triage roll out • Ensure effective systems are in place for booking appointments, based on urgency and to ensure chances of successful prevention are maximised • Ensure systems are in place for follow up work, case work, and reviews • Identify opportunities to reduce duplication and handovers • Revise processes and procedures accordingly • Monitor outcomes	Yr 1/2			
	Introduce a range of local performance indicators to be monitored and reported on a monthly basis to focus on key areas of service delivery	• Introduce a range of key indicators • Ensure monitoring and reporting arrangements are in place • Identify responsibility within the team for completing monthly PIs	Yr 1/2			

		• Report on these monthly at team meetings • Ensure that necessary action is undertaken in response to performance outcomes				
	Embed a culture of performance management by discussing performance regularly at team meetings and one to ones.	• Develop a standard agenda for team meetings and one to ones to include performance management • Regularly report on performance to team members • Publish team performance within the office	Yr 1/2			
	Ensure that performance information is shared with senior managers	• Develop a simple report to share key performance information with senior managers on a quarterly basis • Introduce case studies to illustrate how the service has effectively prevented homelessness	Yr 1/2			
	Develop a suite of policies and procedures to ensure legal compliance, consistent service delivery, improved customer outcomes while reducing duplication and waste	• Develop a timetable for developing policies and procedures • Identify opportunities to share existing robust policies and procedures regionally • Ensure that all staff are trained on new and revised policies and procedures	Yr 1/2			
	Review notification letters, forms and other paperwork	• Review all paperwork and notification letters to ensure that they are legally compliant and easy for customers to understand • Identify opportunities for developing regional notification letters, forms and other paperwork • Ensure that all staff are trained	Yr 2/3			

	Ensure that officers undertake appropriate investigations in line with their legal duties, including training on motivational interviewing	• Ensure that all staff are trained to ask key questions, and have an effective interviewing techniques to ensure that key information is identified • Ensure that all staff are trained in motivational interviewing • Ensure that all staff are fully trained in relation to the key areas of investigation	Yr 1/2		
	Ensure regular contact with customers throughout their journey	• Develop minimum standards in relation to customer contact in line with the Code of Guidance, with a focus on reasonable steps • Ensure that staff are remaining in contact with customers through file checks and regular one to ones	Yr 1/2		
	Explore how technology can be used to effectively maintain customer contact with reduced impact upon staff resources	• Explore text/email technology and how this can be used to generate a range of standard texts/emails to customers at appropriate stages within the case management process • Identify funding for any identified technological solutions	Yr 2/3		
	Develop a Customer Promise and ensure that it is visible to customers and that customers know how to respond if they feel that the promise is not being adhered to	• In consultation with customers develop a customer promise to ensure customers understand the level of service that they can expect alongside being made aware of their responsibilities • Publicise the customer promise within the office, on paperwork and on the website • Ensure that staff make customers aware of the	Yr 1/2		

		promise during interviews • Ensure that customers are aware of how to respond if they are unhappy with the service that they have received • Through a variety of mystery shopping and customer satisfaction monitoring monitor adherence to the promise				
	Customer Standards	• Develop a range of customer standards in consultation with customers • Develop monitoring arrangements including feedback forms, satisfaction monitoring and mystery shopping • Regularly feedback to staff on customer's views • Review practice in line with customer feedback • Measure customer satisfaction regularly and report on this as part of regular performance reports	Yr 1/2			
	Undertake regular customer consultation	• Plan a number of customer consultation events annually • Review practice and service delivery in line with consultation outcomes	Yr 2/3			

1.2	Have the right resources in the right places

What would success look like?
• That sufficient resources are in place to focus on early intervention and effective prevention work
• Reduction in the number of cases actually becoming homeless
• Reduction in the use of B&B and temporary accommodation
• Caseloads are a manageable volume with sufficient time to focus on casework
• Sufficient resources are in place to implement the actions from the Homelessness Strategy and effectively develop the service in response to new and changing demand
• A specialist response is available to prevent those clients at greater risk of homelessness

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Ensure that an appropriate staffing structure is in place to meet current and future identified demand	• Identify additional resources to ensure that demand can be met • Revise staffing structure and undertake any necessary consultation • Recruit to any vacancies	Yr 1/2			
	Consider the viability of creating a Homelessness Strategy Officer post to implement the Homelessness Strategy actions	• Identify resources to fund the post • Develop a job description and person specification • Recruit to role	Yr 1/2			
	Ensure a specialist response to clients at a greater risk of homelessness to ensure that homelessness can be effectively	• Develop specialisms within the teams to include: rough sleepers, young people, domestic abuse, mental health and drug/alcohol misuse • Identify areas of interest through one to ones	Yr 1/2			

	prevented and the particular needs of the client met	• Identify any training needs to support specialisms				
	Test the first point of contact through mystery shopping to ensure customers are given the correct services at the correct time	• Undertake mystery shopping • Review findings • Implement learning and recommendations	Yr 2/3			
	Review the current systems and processes to ensure a streamlined service that reduces waste and duplication	• Identify key systems and processes to be reviewed • Map systems and processes to identify duplication and waste • Revise systems and processes to create a lean approach	Yr 1 /2			
	Undertake a study to understand how technology can be used to effectively manage customer demand and alleviate pressure on staff across the whole service	• Undertake a detailed review to identify opportunities for the use of technology to manage customer demand, streamline processes, deliver improved customer outcomes, and reduce pressure on staff • Identify necessary resources required • Develop an action plan accordingly	Yr 2/3			
	Develop or invest in a fit for purpose ICT system that aligns Housing Options outcomes, Gateway Referrals and Housing Register applications.	• Explore fit for purpose ICT solutions including identifying existing systems operating across North Wales • Develop a business case to invest in a new system • Identify resources to implement	Yr 1/2			

| | Ensure effective recording systems are in place to record the true demand on the service to ensure targeted interventions | • Ensure system enables full data recording, particularly in relation to total demand on the service, and pre-prevention work that happens prior to a s62 assessment
• Ensure all staff are fully trained
• Monitor data on a quarterly basis and identify necessary actions accordingly | Yr 1/2 | | | |

1.3　　Explore the need for Allocations and Housing Options to be aligned to create a streamlined service for customers

What would success look like?

- An accessible Housing Options service that can meet all of the customers housing needs under one roof, including access to social housing
- Streamlined customer journey
- Housing Register applications are registered in a timely fashion
- Consistent application and interpretation of the Allocations Policy
- Allocations are made independently, fairly and transparently
- Improved customer satisfaction
- A reduced number of suitability challenges

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Review the current service delivery model and explore opportunities for aligning Allocations and Housing Options	• Research best practice • Identify opportunities for aligning Allocations and Housing Options • Undertake SWOT analysis	Yr 1/2			
	Following the review revise staffing	• Draft new structure	Yr 1 /2			

	structures across Housing Options and Estate Management to create bespoke Housing Register and Allocation team	• Consult with staff • Consider consultation feedback • Draft final structure • Recruit to posts				
	Following the review ensure that effective policies and procedures are in place	• Review existing policies and procedures and amend where necessary • Ensure that all staff within Housing Options are trained	Yr 1/2			
	Following the review ensure that effective processes are in place to monitor nomination requests	• Ensure that systems are in place to effectively monitor nomination requests in line with nomination requests, by property type • Ensure that the success of nominations are monitored, and where necessary follow up actions are identified	Yr 1/2			
	Following review and any changes publicise new service with stakeholders and customers	• Provide customers and stakeholders with details of the new service and contact details	Yr 1/2			
	Work with Housing Association partners to explore the possibility of creating a common Housing Allocation Policy and single housing register for all social housing across Wrexham	• Assess the feasibility of and appetite for creating a single common Allocations Policy across Wrexham • Assess the feasibility of and appetite for a single Housing Register operating across Wrexham • If feasible develop project plan	Yr 2/3			

1.4   Increase the accessibility of the service by providing outreach surgeries, online and telephone advice and explore further opportunities for service delivery through the use of technology

What would success look like?
• An accessible service that can meet all of the customers housing needs under one roof
• A range of clear advice and information available online to enable customers to access the correct information at the right time
• That all individuals in housing difficulties across Wrexham can access the information and advice at the time that they need it
• Co-location of key agencies can create a joined up response for some of the most vulnerable individuals within Wrexham

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Review customer access arrangements to ensure an accessible service	• Review customer access arrangements to ensure that all customers are able to access advice and assistance that they need • Where a need is identified pilot outreach surgeries, or the co-location of staff at key sites • Review any pilot arrangements	Yr 1/2			
	Explore the viability of developing a Housing Options Wizard	• Undertake best practice research • Identify anticipated costs and appropriate budget • Develop Wizard	Yr 3/4			
	Develop website information in line with the Welsh Audit Office's recommendations to provide a resource for customers to be able to take initial steps to prevent themselves from becoming homeless	• Ensure that the website provides detailed and accessible information on all key areas of service delivery • Seek customer feedback on quality of information on website • Monitor the number of customers accessing information on the website	Yr 1/2			
	Increase the amount of information	• Assess opportunities for more applications to be	Yr 1/2			

	and online applications available	made online including linking homelessness assessments to housing register applications and pathway referrals, so that only one form needs to be completed • Review success				
	Ensure a full range of factsheets are in place to provide accessible information for customers	• Develop a suite of key factsheets and update accordingly • Identify any gaps and create new factsheets	Yr 1/2			
	Ensure that the telephone service is accessible and easy to navigate for customers	• Ensure that telephone system is fit for purpose • Record telephone demand • Seek customer feedback regarding the telephone system	Yr 1/2			
	Use social media to provide general information regarding Wrexham Housing Solutions	• Develop a Wrexham Housing Options social media platform to ensure that accurate and accessible information is widely available regarding the housing option available locally • Use Twitter to provide advice and updates	Yr 3			
	Use webchats and text messages to provide advice and updates	• Research technology that meets the service's and customer's needs • Develop business case for investing in any new technology • Review outcomes	Yr 2/3			
	Undertake a detailed study into the nature of rural homelessness across Wrexham in conjunction with North Wales Regional	• Understand the levels of and nature of rural homelessness • Raise awareness within rural communities of the	Yr 3/4			

	Homelessness Strategy	risks of homelessness and how they may be helped to prevent it • Ensure effective monitoring arrangements are in place			

1.5   In partnership develop an integrated and holistic approach to tackling the underlying causes of homelessness, through joined up service delivery, joint protocols and effective referral arrangements

What would success look like?

- Joined up approach to homeless prevention resulting in reduced homelessness
- Improved customer outcomes
- Seamless referral arrangements in place
- Reduced levels of repeat homelessness
- Closer working with partner agencies providing a comprehensive range of services tackling underlying causes of homelessness
- Increase in homelessness prevention

Ref	Action	Milestone	Timeline	Lead	Status	Update
	In partnership develop a clear vision for homelessness prevention that all partners can sign up to	• Work with partner agencies to develop a clear vision for homelessness prevention across Wrexham • Consult on the vision • Get sign up to the vision from key partners	Yr 1/2			
	Involve partner agencies in the development of the Homelessness Strategy Action Plan and its	• Hold bi-monthly Homelessness Prevention Steering Group meetings and quarterly Homelessness Forum meetings	Yr 1/2			

	implementation	• As necessary develop task and finish groups to progress actions • Involve partners in the annual review of the action plan				
	Develop a range of comprehensive agreements with key partners	• In line with WAO recommendation, set out and agree Housing Solutions expectations of partners identifying how they will work together to alleviate homelessness • Regularly review all partners' performance reviewed to identify areas for improvement	Yr 1/2			
	Review existing joint protocols to measure effectiveness	• Develop a timetable to review existing joint protocols • Review protocols and measure their effectiveness and amend accordingly • Identify any gaps in protocols and develop accordingly	Yr 1/2			
	Review the joint protocol for 16/17 year olds with Children's Services	• Review the existing joint protocol in line with the Housing (Wales) Act 2014 and the Wellbeing Act 2014 • Provide training for all staff on amended protocol • Review its success	Yr 1/2			
	Work with key partners to prepare customers for Welfare reform changes, in particular Universal Credit	• In partnership develop and agree plan • Identify at risk households • Raise awareness through training sessions, flyers, stakeholders and targeted interventions	Yr 1/2			

	Develop and implement a protocol with Adult Social Care to improve customer outcomes with a clear focus on homeless and crisis prevention	• Identify key issues • Draft protocol • Implement protocol • Train staff and launch	Yr 2/3			
	Develop and implement a protocol with Mental Health services to improve customer outcomes with a clear focus on homeless and crisis prevention	• Identify key issues • Draft protocol • Implement protocol • Train staff and launch	Yr 2/3			
	Develop and implement an illegal eviction and harassment procedure	• Draft protocol • Implement protocol • Train staff and launch	Yr 3/4			
	Develop and implement a protocol for those fleeing domestic abuse which promotes choice and a range of housing and support options	• Draft protocol • Implement protocol • Train staff and launch	Yr 2/3			
	Continue and expand the co-location of key services working with Housing Options	• Identify key agencies linked to need • Liaise with other key services to identify opportunities for co-location • Monitor the success of this approach	Yr 2/3			
	Ensure that Housing Options customers can access money and debt advice in a timely fashion	• Work with Citizens Advice to identify opportunities to fast track access to money and debt advice for Housing Options customers • Identify opportunities for Citizens Advice staff to	Yr 2/3			

		be co-located with Housing Options				
	Develop in house skills to allow teams to support customers to improve their financial capability including access to education, training and employment	• Work with internal colleagues to identify support for customers to access employment, training and education • Work with internal colleagues, support providers and Housing Associations to develop opportunities for clients to access employment	Yr 3/4			

1.6	Embed person centred principles across the service, and work with customers to identify their strengths and build resilience

What would success look like?
• Customers receive assessments that actively seek to understand and address more than just the housing situation • The service works with people to understand their strengths, and support them holistically to achieve their goals. • Improved outcomes with higher instances of people able to remain in their own home and/or able to live independently in a sustainable way • Reduction in repeat homelessness • Improved client engagement, with a reduction in loss of contact and non-co-operation outcomes • Customers have increased resilience

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Review the Personal Housing Plans regularly to ensure that they are tailored to the individual needs of the customer with a view to co-producing PHPs in the longer term	• Review the existing PHPs to ensure that they are person centred and easy for customers to use, and provide a tool for effective collaboration • Co-produce PHPs with customers to ensure that	Yr 1/2 Yr 2/3			

		they effectively meet the needs of customers				
	Train all staff on asset based approaches and assessments	• Arrange training for managers • Commission bespoke training programme for officers • Roll out training to front line staff	Yr 3/4			
	All customers to receive meaningful asset based assessments and advice to reflect that the service is tailored to individuals' goals and aspirations	• Staff trained to undertake asset based assessments • Assessment form and other paperwork redesigned to support this approach • Monthly case audits monitoring this and individual staff supervision addressing any areas for improvement • Quarterly case audits identifying trends and areas for improvement and making recommendations for focussed service delivery	Yr 3/4			
	Implement a Psychologically Informed Environment and Trauma Informed Care approach to service delivery that takes into account customer's psychological and emotional needs	• Train all staff on PIE and TIC • Use the PIE framework to redesign the service to become PIE including - Developing a psychological framework – - The physical environment and social spaces - Staff training and support - Managing relationships - Evaluation of outcomes	Yr 3/4			
	Work towards the Equal Ground Standard to ensure a person centred approach to customer	• Assess the Housing Options service using the Equal Ground Standard • Develop an action plan	Yr 1/2			

delivery	• Implement the actions from the Equal Ground Standard Action Plan • Complete registration				
Ensure that service users inform all aspects of service development and delivery through the creation of a service user panel	• Develop a service user panel locally in partnership with Supporting People or consider a regional approach • Ensure that the service user panel informs service delivery and development • Where possible involve the panel in the co-production of documents	Yr 2/3			

1.7 Undertake an awareness raising campaign in relation to homeless prevention, and specifically the Housing Options Service

What would success look like?
• Housing Options are known widely across Wrexham and residents can access the services when required resulting in an increase in queries and opportunities for early intervention • Communities are aware of the new approach and commitment to preventing homelessness in partnership • Most customers approaching the service at s66 • Increase in successful homeless prevention outcomes achieved • Increase in the number of households assisted to remain in their existing accommodation • Reduction in the use of temporary accommodation and B&B

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Understand in detail the reason why many customers are only	• Develop simple targeted questionnaire for staff to use for a time limited period during	Yr 1/2			

	approaching Wrexham Housing Options once they are homelessness	• assessments • Analyse findings and identify required actions				
	Develop a training programme on the work of Wrexham Housing Options for key partners to include job shadowing and joint team meetings	• Develop programme • Deliver programme • Review its success	Yr 1/ 2			
	Develop a detailed short course to be delivered to partners on the Housing Options Service	• Develop course • Deliver course	Yr 2/3			
	Develop a range of promotional literature to include posters and flyers	• Working with marketing to develop posters and flyers to distribute to partners and customers • Develop article on the Housing Options service to be included in Council magazines and correspondence to customers	Yr 1/2			
	Hold an event to raise awareness of the service and launch the Homelessness Strategy	• Arrange an event to promote prevention services • Attend local events to promote work of service and raise awareness of Strategy	Yr 1/2			
	Use social media to update customers and partners on service developments	• Develop a facebook page/twitter account to provide service updates, promote service etc. • Identify resource within team to update social media	Yr 3/4			

Priority 2 – Delivering a targeted early intervention and prevention approach

2.1 Ensure that we have a strong corporate commitment to a joined up approach to ending homelessness across all services

What would success look like?

- Homelessness prevention is a corporate priority for Wrexham County Borough Council
- All service areas within Wrexham County Borough Council work together to prevent homelessness
- Flexible funding is used to jointly commission homelessness prevention services

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Seek a corporate commitment to prevent homelessness which managers and elected members across the Council sign up to	• Draft a report to go to senior management team detailing the legal corporate duty regarding homeless prevention • Seek commitment to work jointly to prevent homelessness across all Directorates and services, including implementing the Homelessness Strategy Action Plan	Yr 1/2			
	Train elected members and senior managers on homelessness	• Arrange a training date/awareness raising sessions • Draft training presentation • Hold training sessions • Release regular elected member briefings on the service & developments	Yr 1/2			
	Train other internal departments on the role of the Housing Options	• Arrange training dates with key services	Yr 2/3			

	team	• Draft training presentation • Hold sessions			
	Work across departments to jointly commission homelessness prevention services using the flexible funding model	• Identify key benefits of homelessness prevention (customer outcomes and financial) for a range of key services • Identify opportunities for joint commissioning • Commence commissioning process	Yr 2/3		

2.2 Ensure homelessness is prevented through an effective homelessness prevention toolkit targeted at the main causes

What would success look like?

- Increase in homeless prevention and relief outcomes
- Increase in the number of households supported to retain their existing accommodation
- Decrease in homelessness against the main causes of homelessness
- Reduction in the number of households placed in temporary accommodation and B&B
- Increase in referrals to the Conflict Resolution Service

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Develop a checklist for staff to ensure that all prevention options/housing options are considered throughout the assessment process	• Draft prevention checklist • Attach to s62 assessment form • Train staff	Yr 1/2			
	Ensure an effective response to all	• Make use of existing mediation services or	Yr 1/2			

	cases of family/friends evicting	commission new services • Ensure mediation and home visits take place within a reasonable period following an assessment • Train staff on mediation service • Ensure staff promote service with customers and refer all cases of parental/family exclusions (except for cases where there is a risk of violence/abuse) • Monitor referrals and outcomes • Review effectiveness				
	Develop a service level agreement with relationship counselling/mediation services	• Develop an agreement with relationship counselling/mediation services with appointments to be funded through the prevention fund • Focus of SLA to prevent relationship breakdown leading to homelessness – with intended aim of buying time to enable planned moves • Monitor outcomes and review success	Yr 1/2			
	Understand why single people are significantly over-represented in homelessness statistics in order to develop a more targeted approach and preventing single people from becoming homeless	• Undertake a survey for a time limited period to understand the reasons why single people are becoming homeless and the reasons why they have not approached services for assistance before or why prevention approaches are unsuccessful • Understand if single people are approaching other organisations at an earlier point • Develop targeted preventative approach based	Yr 1/2			

		on findings				
	Develop a hospital discharge protocol	• Draft a hospital discharge policy in partnership with hospital discharge teams to prevent homelessness upon discharge • Explore best practice • Train staff and implement • Review success of policy	Yr 2/3			
	Develop a responsive service to home-owners at risk of homelessness	• Work with Shelter and CAB to ensure an adequate advice and prevention service is in place • Work with Estate Management, Housing Association partners, including the Local Lettings Agency to explore mortgage rescue schemes • In partnership undertake an awareness raising campaign targeted at those whose interest only mortgage is due to come to an end to ensure an early intervention and prevention	Yr 2/3			
	Ensure that prevention outcomes are more accurately recorded by the Housing Options service	• Ensure the team are aware of the prevention categories reported to Welsh government and record cases in line with these definitions • Ensure the ICT system reflects Welsh government recording fields • Monitor prevention outcomes recorded on a quarterly basis, and undertake further action/enquiries where 'other' is recorded	Yr 1/2			
	Research best practice across both Wales and England into effective	• Keep appraised of best practice services through attendance at conferences, working sub-	Yr 1- 4			

prevention initiatives	regionally and networking • Undertake best practice research in line with the main causes of homelessness locally • Keep appraised of the funded English trailblazer schemes and learn from best practice and innovation				

2.3   Ensure effective tools are in place to prevent end of assured shorthold tenancies leading to homelessness, through effective landlord and tenant support and mediation

What would success look like?

- Reduction in homelessness due to the end of private rented tenancies
- Customers feeling more secure within the private rented sector
- Reduction in the use of temporary accommodation and B&B
- Increase in the number of properties managed by the Local Lettings Agency

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Have better local and regional intelligence as to why private rented tenancies are ending and target prevention work accordingly	• Update systems to ensure that reasons are recorded in all cases as to why the private rented accommodation is coming to an end • Analyse this information • Develop targeted responses to prevention • Identify opportunities for the Local Lettings Agency to take on management functions, reducing the risk and burden to landlords	Yr 1/2			

	Market the Local Lettings Agency to landlords who are serving notice	• Ensure that where landlords are serving notice due to selling their property or other concerns that the Local Lettings Agency is marketed to them • Follow this up with a call/visit from Local Lettings Agency to provide information on the range of support and management options available	Yr 1/2		
	Provide a responsive service to prevent homelessness arising from the private rented sector through a dedicated Private Sector Liaison Officer post providing responsive support to landlords and tenants	• Research best practice in relation to tenancy liaison & homeless prevention • Ensure clear roles and responsibilities of the Officers • Ensure the provision of effective and responsive support for private landlords and their tenants at risk of losing their homes • Provide mediation and negotiation training • Monitor outcomes	Yr 1/2		
	Promote the service to private sector landlords	• Raise awareness of the role of the Private Sector Liaison Officers and their role in resolving tenancy issues with private landlords • Promote service through flyers, emails, presentation at landlord's forum • Link the Private Sector Liaison Officer posts into the offer of the Local Lettings Agency	Yr 1/2		
	Promote the service to partners and customer	• Raise awareness of the role of the Private Sector Liaison Officers and their role in resolving tenancy issues with partner agencies and customers	Yr 1/2		

		Promote service through flyers, emails, presentation at key forums				

2.4   Ensure all staff have access to appropriate training and development opportunities

What would success look like?

- Provision of a high quality service with highly skilled staff
- Legally compliant service
- Staff have a high level of morale and job satisfaction
- Increased staff retention
- Staff have the opportunity to continuously develop and learn new skills
- Increase in homeless prevention cases

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Ensure staff have access to up-to-date and accurate information on legislation, case law and best practice	• Arrange regular training sessions • Subscribe to case law updates • Annually update the procedure manual in line with case law updates • Monthly review case law updates discussed at team meetings	Yr 1/2			
	Develop an annual training programme for staff	• Six monthly appraisals with all staff to identify and address training needs, including behaviours • Identify training issues and develop individual training plans, including job shadowing and mentoring plans	Yr 1/2			

			Timeline			
		• Ensure all staff training is psychologically informed (PIE)				
	Ensure that team members receive regular updates on prevention training	• Ensure that team have training updates to focus on prevention, including the ability to think innovatively and creatively • Share successful prevention cases across the team	Yr 1/2			
	Ensure team members have the necessary skills to perform their roles and successfully engage with customers	• Training on motivational interviewing • Training on reflective practice • Training on "What Matters" conversations • Training of case notes, and case files	Yr 1/2			

2.5   In partnership with Estate Management and Housing Associations reduce evictions from social housing

What would success look like?

- Reduction in the number of evictions from social housing
- Reduction in the number of abandonments of social housing
- Reduction in the number of social tenants in rent arrears
- Improved tenancy sustainment

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Develop a pre-eviction protocol with Estate Management	• Agree a vision and clear objectives • Agree clear responsibilities for both parties	Yr 1/2			

		• Agree key issues for protocol to cover • Draft protocol • Train staff and roll out • Monitor eviction cases and review if homelessness could have been prevented • Implement learning					
	Develop a pre-eviction protocol with Housing Associations	• Agree a vision and clear objectives • Agree clear responsibilities for both parties • Agree key issues for protocol to cover • Draft protocol • Train staff and roll out • Monitor eviction cases and review if homelessness could have been prevented • Implement learning	Yr 1/2				
	Monitor the level of evictions from social housing	• Continue to monitor the level of evictions from social housing • Ensure all social tenants have access to independent money/debt advice	Yr 1/2				
	Identify opportunities for tenancy sustainment work to be done at the point of tenancy commencement	• Work with Estate Management and Housing Associations to identify key steps that need to be put in place at tenancy sign up and in the first six months of the tenancy to reduce the risk of tenancy failure • Roll this out with Estate management • Roll this out with all Housing Associations	Yr 2/3				
	Explore the benefits of an Early	• Explore best practice	Yr 2/3				

	Help Hub to target arrears or tenancy issues as soon as they arise	• In partnership with Estate Management and Supporting People identify how an Early Help Hub could work locally				
	Identify how to capture early intervention prevention work undertaken by Estate Management	• Identify early intervention prevention work undertaken by Estate Management • Develop system to record these outcomes • Report on prevention outcomes internally and to Welsh government • Share best practice	Yr 2/3			
	Work with Social Landlords to prevent homelessness arising as a result of Universal Credit	• Work to support tenants moving to Universal Credit • Identify tenants at risk and develop a targeted approach • Develop an early intervention approach to respond to rent arrears as soon as they arise so tenants can be supported before they increase to an unmanageable level • Identify good practice regionally and nationally	Yr 1/2			

2.6 Identify the key triggers for homelessness and work with partners to ensure that they are equipped to prevent homelessness and/or make seamless referrals where necessary

What would success look like?

- Prevention is everyone's responsibility
- Increase in homeless prevention cases
- Timely and seamless referral arrangements are in place

- Joined up approach to homeless prevention resulting in reduced homelessness
- Improved customer outcomes
- Reduced levels of repeat homelessness
- Closer working with partner agencies providing a comprehensive range of services tackling underlying causes of homelessness

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Undertake customer journey mapping with people with lived experience of homelessness to understand the triggers for homelessness	• Undertake customer journey mapping to identify triggers for homelessness, at what point these arose, and what actions/support could have prevented homelessness • Develop a trigger and risk of homelessness factsheet to share with partner agencies	Yr 2/3			
	Using the findings of the mapping exercise develop a range of prevention interventions	• Develop a range of prevention interventions to prevent homelessness at a universal, targeted and crisis level • Promote and raise awareness of these interventions	Yr 2/3			
	Train partner agencies on how to identify the trigger and risk factors linked to homelessness	• Develop training for partners to ensure they can identify risk factors and build this into their own processes • Roll out training • Seek feedback and review training accordingly	Yr 2/3			
	Identify with partners opportunities for them to undertake prevention work or make timely referrals to other key	• Jointly identify prevention opportunities • Develop seamless referral arrangements	Yr 2/3			

	services					

Priority 3 - Working to end the use of Bed & Breakfast accommodation and reducing the use of temporary accommodation.

3.1   Carry out a review of the use of temporary accommodation, identifying future need and appropriate delivery arrangements

What would success look like?

- Good quality temporary accommodation available across the County that meets the identified need, with a range of unit sizes that reflect need
- Well managed temporary accommodation arrangements
- Reduced length of stay in temporary accommodation
- Reduced use of emergency accommodation
- No 16 & 17 year olds placed in B&B accommodation
- Reduction in suitability requests

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Undertake a strategic review of temporary accommodation	• Undertake a detailed review and options appraisal of temporary accommodation to include recommendations on current and future predicted need • Review to include a range of delivery options and providers for the future to ensure value for money	Yr 2/3			
	Review management of temporary	• Review the management of temporary	Yr 2/3			

	accommodation	accommodation, focusing on: - the effectiveness of carrying out repairs and maintenance, - collecting rent and minimising arrears, - enforcement of tenancy conditions, - support to help people manage their home.				
	Ensure that procedures are in place for allocating temporary accommodation in a clear and transparent way	• Develop a procedure for the allocation of temporary accommodation to ensure that all placements are suitable and allocated in a fair and transparent way • Monitor the number of out of area placements • Monitor the number of suitability requests in relation to TA	Yr 2/3			
	Ensure that there is an effective storage and removal procedure in place	• Develop procedure • Train staff • Roll out	Yr 2/3			

3.2 Minimise, and in the longer term end, the use of unsuitable B&B accommodation

What would success look like?

- Households are only placed in B&B in emergencies and for no longer than 6 weeks
- Year on year reduction in B&B placements
- In the longer term no households are placed in B&B accommodation

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Improve throughput in temporary accommodation	• Discuss housing options and move on options with households in temporary accommodation on a regular basis • Address any outstanding arrears through setting up repayment plans and referrals for money advice • Address any former tenancy conduct through appropriate referrals to support agencies • Provide references for households in temporary accommodation who have successfully managed their temporary accommodation licence/tenancy • Work with Housing Associations and Supporting People colleagues to identify move on options	Yr 1/2			
	Ensure that all households in temporary accommodation have a personalised move on plan	• Develop a move on template plan • Work with existing households in temporary accommodation to develop a move on plan, with clear actions, timescales and responsibilities • Ensure all new households placed into temporary accommodation have a personalised move on plan	Yr 1/2			
	Ensure ongoing contact with all customers in temporary accommodation, ensuring at least monthly contact, and weekly	• Set up regular case meetings with TA occupants • Monitor through case reviews • Record actions discussed and agreed on clients	Yr 1/2			

	contact for those in emergency accommodation	case notes				
	Source alternative, more appropriate forms of emergency accommodation	• Identify the need for emergency accommodation provision in terms of numbers and unit size • Identify suitable emergency units that provide good quality, safe, self contained accommodation	Yr 1/2			
	Ensure that households accommodated have access to appropriate support where needed	• Refer households placed in emergency accommodation for support where a need is identified • Involve the support provider in the delivery of the personal housing plan and move on plan	Yr 1/2			

3.3 Develop a policy and procedure to discharge the main homeless duty with an offer of accommodation in the private rented sector

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What would success look like?

• A reduction in the number of households placed in temporary accommodation
• A reduction in the length of time households spend in temporary accommodation
• In the longer term no households are placed in B&B accommodation
• Increase in the number of households whose s75 duty is positively discharged into the private rented sector

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Ref	Action	Milestone	Timeline	Lead	Status	Update

	Develop a policy to discharge the homeless duty into the private rented sector	• Develop a PRS procedure detailing in what instance the duty will be discharged in this way	Yr 2/3			
	Develop accompanying procedures and paperwork	• Develop procedures • Develop paperwork • Train staff	Yr 2/3			
	Ensure that customers and stakeholders have realistic expectations in relation to rehousing prospects	• Ensure that customers and stakeholders are aware that the homeless duty may be discharge into the private rented sector • Discuss with clients when the s62 assessment is undertaken that if a full s75 duty is accepted that this may be discharged through an offer of private rented accommodation	Yr 2/3			
	Increase access to private rented properties to enable discharge of duty through Action 4.1	• Ensure that private rented properties are targeted to move clients on from temporary accommodation • Monitor the number of discharges into the private rented sector	Yr 2/3			

3.4 Ensure that appropriate accommodation is available for 16 and 17 year olds so that they are not placed in B&B

What would success look like?

- No 16 & 17 year olds are placed in B&B
- Homeless 16 & 17 year olds are placed in appropriate accommodation with support
- Supported emergency accommodation provision is available for 16 & 17 year olds

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Working in partnership with Children's Service source alternative accommodation for 16 & 17 year olds to be placed in whilst a Child in need assessment is undertaken	• Research best practice in the emergency provision of accommodation for 16 & 17 year olds • Implement learning locally and source suitable accommodation	Yr 1/2			
	Ensure that there is a range of suitable emergency accommodation available to 16 & 17 year olds, including those with complex or multiple needs	• Map current provision against demand • Identify gaps and barriers to young people accessing current provision, including Supported Lodgings, Night stop, emergency beds etc. • Identify or commission more suitable emergency placements	Yr 2/3			

3.5   Develop a range of monitoring arrangements, processes and performance management measures to monitor and manage the use of temporary accommodation

What would success look like?

- A reduction in the number of households placed in temporary accommodation
- A reduction in the length of time households spend in temporary accommodation
- In the longer term no households are placed in B&B accommodation

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Clarify roles and responsibilities for all staff members in relation to temporary accommodation and case management for households accommodated in temporary accommodation	• Clarify with all staff their responsibilities for moving households on from TA • Monitor through one to ones and regular TA meetings	Yr 1/2			
	Ensure that sufficient resources are in place to effectively manage temporary accommodation and work with clients to move on from temporary accommodation	• As part of a restructure ensure that there are sufficient resources in place to effectively manage temporary accommodation • Ensure that there are sufficient resources within the team dedicated to focusing on moving households on from temporary accommodation	Yr 1/2			
	Set up regular temporary accommodation meetings with accountable actions and deadlines	• Set up meeting dates and key attendees • Develop effective monitoring sheet to include key information including move on issues and a record of actions and deadlines	Yr 1/2			

		• Review to ensure actions are being progressed				
	Set up case conferences for complex cases to address move on issues on a case by case basis with accountable actions and deadlines	• Introduce case conferences for households with complex needs or barriers to move on • Ensure key support agencies attend alongside customer • Record actions and review	Yr 1/2			
	Ensure that effective risk assessments and risk management processes are in place	• Develop a risk assessment process for all households requiring emergency/temporary accommodation • Ensure risk assessments are regularly reviewed and mitigations put in place • Train all staff in risk assessments • Ensure that no customers are placed into TA without a risk assessment	Yr 1/2			
	Implement local performance indicators to monitor use of temporary accommodation	• Agree a number of performance indicators to monitor total number of people accommodated in TA/emergency accommodation on a monthly basis broken down by household group, together with average length of stay • Monitor on a monthly basis and feedback to the team	Yr 1/2			
	Ensure appropriate systems and processes are in place for monitoring and managing rent and arrears	• Develop systems and procedures • Develop a range of arrears letters • Ensure housing benefit is maximised for all households accommodated	Yr 1/2			

	Ensure that B&B and emergency accommodation is of good quality	• Work with enforcement colleagues to ensure all provision has been inspected • Inspection reports to be kept on file • Programme in place for reviewing inspections	Yr 1/2			
	Review furniture arrangements for temporary accommodation, including the provision of furniture packages	• Ensure flexible arrangements to provide both furnished and unfurnished units of TA	Yr 2/3			

Priority 4 - Improve and develop access to a range of supported and permanent housing solutions

4.1   Expand the Local Lettings Agency to increase the supply of affordable private rented accommodation

What would success look like?

- Increased access for Wrexham Housing Option's customers into the private rented sector
- Increase in the number of properties managed and let by the Local Lettings Agency
- Local Lettings Agency becomes the first point of call for any private landlord in Wrexham looking to rent their property
- Increase in the number of prevention and relief cases due to accessing private rented accommodation
- Increase in the number of homeless cases discharged into the private rented sector
- Increased throughput of temporary accommodation

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Review the local lettings agency against best practice	• Review the local lettings agency model, offer and outcomes against best practice • Set clear long term vision for PRS approach with key partners • Assess the feasibility of rent guarantee schemes within this model • Review model in line with best practice	Yr 2/3			
	Ensure that the Local Lettings Agency meets the needs of local landlords	• Consult with local landlords to understand what they would like from a Local Lettings Agency • Develop a range of offers in response to the consultation	Yr 2/3			

	Assess the financial feasibility of the Local Lettings Agency leasing properties from private landlords to be used as prevention/relief solutions and final offers	• Assess the financial feasibility of leasing properties from private landlords and renting these directly to tenants at LHA rates as prevention and relief options, together with final offers to discharge the s75 duty • If financially feasible target landlords • Monitor success	Yr 2/3		
	Local Lettings Agency to target landlords looking to sell their properties	• Through Housing Options cases identify landlords looking to sell their properties • Make contact with landlords to identify if the local lettings agency could manage these properties on their behalf reducing/removing any perceived risk	Yr 1/2		
	Review Landlord incentives and develop a competitive landlord offer	• Research successful incentive schemes across England and Wales • Consult with local landlords • Identify potential resource implications • Develop spend to save business case	Yr 1/2		
	Increase supply of private rented accommodation through marketing campaign and raise awareness of the Council's landlord offer/local lettings agency	• Develop action plan for marketing campaign • Update the website to ensure a targeted approach at marketing the service • Undertake an awareness raising campaign with private landlords to include a mailshot, presentation at the landlord's forum, articles on the Council's website and newsletter	Yr 2/3		

4.2 Ensure the best use of social housing stock to prevent and relieve homelessness

What would success look like?

- Increase in the number of households whose s75 duty is positively discharged into the social rented sector
- Reduction in the number of social housing units under-occupied
- Homelessness prevented or relieved through accessing social housing
- Supported house shares providing homes to single people

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Ensure that homeless customers and those threatened with homelessness receive adequate priority for social housing through the allocation policy	• Review how effective the allocations policy is in supporting the objectives of the Housing Options service • Ensure systems are in place to make direct offers to homeless applicants • Ensure appropriate information regarding support needs is shared to ensure tenancy sustainment	Yr 2/3			
	Ensure referral arrangements are in place for Housing Register applicants at risk of losing their home	• Develop key question to be included on the Housing Register form to identify if there is a risk of homelessness • Develop a referral arrangement for those threatened within 56 days • Train allocations staff on homelessness prevention so that appropriate referrals can be made and advice given	Yr 1/2			
	Improve relationships with	• Provide a training session for Housing	Yr 1/2			

	Housing Associations in line with the Act	Association staff on the work of the Housing Options team including homelessness and prevention • Identify opportunities for joint working, including opportunities for preventing homelessness and providing affordable housing solutions • Work with Housing Associations to identify opportunities for Housing Options customers to access social housing • Ensure that nomination agreements are monitored				
	Develop incentives to free up under-occupied properties in partnership with Estate Management and Housing Association partners	• Research best practice in relation to successful incentive schemes • Understand what tenants who are under-occupying social housing want • Develop a local incentive scheme to free up under-occupied accommodation	Yr 3/4			
	Identify opportunities for under-occupying social housing tenants to rent out spare rooms	• Research best practice into any similar schemes • Develop information, advice and marketing material • Promote the scheme in partnership with housing associations • Advertise vacancies through Wrexham Housing Options • Monitor success	Yr 2/3			
	Develop a number of pilot supported house share schemes	• Research best practice	Yr 2/3			

with Estate Management and Housing Association partners	• In partnership with Estate Management and Supporting People develop a small pilot house share scheme • Review success				

4.3 Develop a coordinated approach to increase the provision of, and move on from, supported accommodation to meet identified needs

What would success look like?

- Customers only in supported accommodation for as long as they require support
- Timely move on from supported accommodation
- High levels of tenancy sustainment for clients moving on from supported accommodation
- Reduction in evictions from supported housing
- Reduction in exclusions from supported housing
- Supported housing is prioritised for those with a local connection to Wrexham

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Explore with Supporting People the possibility of developing a simple prioritisation policy for access to supported housing	• Research best practice in relation to prioritising supported housing for those in the greatest need • Develop local simple scheme • Consult with providers and customers Implement	Yr 1/2			
	Ensure that the Gateway service is closely aligned with the Housing Options team to ensure improved	• Ensure that the Gateway service sits alongside Housing Options to ensure the best outcomes from a customer and service perspective	Yr 2/3			

	customer outcomes	• Improve the existing referral form for the Gateway and ensure timely feedback				
	Implement Homeless Link's MOPP	• Start to identify lead contacts and agree action plan to implement 6 stages of MOPP - partnership work - audit to capture numerical info - action plan based on the audit - delivery of action plan - monitoring of the action plan - review	Yr 2/3			
	Ensure that tenants in supported accommodation are ready to move on and have the necessary skills	• Review the allocations policy in relation to move on from supported housing • Work with support providers to ensure that residents have the skills to manage a tenancy • Review the levels of tenancy sustainment for clients moving on from supported accommodation	Yr 2/3			
	Monitor evictions and exclusions from supported accommodation	• Ensure that providers inform Supporting People of any exclusions or evictions from supported housing, including demographic information and the reason for the eviction/exclusion • Monitor evictions and exclusions on a quarterly basis	Yr 1/2			
	Ensure that providers of supported housing notify Housing Options if a client is at risk of eviction	• Develop agreements with Supported Housing Providers detailing the point at which the Housing Options service will be notified • Set out expectations on both sides with a focus	Yr 1/2			

		• on prevention • Monitor outcomes				
	Work with providers to reduce exclusions from supported accommodation	• Work with providers to focus on prevention, and opportunities to avoid exclusions • Research best practice • Draft a template letter to be sent to providers following an exclusion to understand reasons • Update SP monitoring information so that all exclusions/rejections and reasons are recorded centrally • Where appropriate challenge decisions	Yr 2/3			
	Work with providers to reduce evictions from supported accommodation	• Research best practice • Source training and upskill support staff to manage challenging behaviour	Yr 2/3			
	Ensure that supported housing vacancies are prioritised for clients with a local connection to Wrexham	• Develop a local connection prioritisation criteria • Consult on criteria • Roll out • Monitor outcomes	Yr 1/2			

4.4 Ensure that housing related support services meet the needs of our residents through a detailed needs assessment and the development of a commissioning strategy

What would success look like?

- Improved outcomes for clients with multiple and complex needs
- Ensure that the support services meet the needs of people in Wrexham
- Reduction in the number of evictions from supported housing
- Reduction in the number of exclusions from supported housing

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Undertake a detailed needs analysis to understand the current and future need for supported people funded services	• Commission a detailed needs analysis to understand in detail the current and predicted need for supported housing and floating support by client group • Needs analysis to be used to inform discussions regarding the commissioning of services from flexible funding	Yr 1/2			
	Develop a robust commissioning strategy	• Based upon the needs analysis develop a robust commissioning strategy to ensure the needs identified can be met • Identify opportunities for joint commissioning • Begin commissioning process	Yr 1/2			
	Explore with Supporting People colleagues the possibility of an embedded crisis intervention team for vulnerable and complex	• Research best practice across Wales • In partnership with SP identify funding to develop a local scheme	Yr 2/3			

	customers	• Develop a local model				
	Ensure that the existing provision meets the needs of customers with complex needs	• Identify gaps and issues in meeting the needs of people with multiple and complex needs • Analyse existing data in terms of outcomes, exclusions, non acceptances and evictions • Review a number of complex cases to identify issues and gaps in provision • Speak to stakeholders and service users • Research best practice • Amend services in line with findings	Yr 1/2			
	Work with Supporting People providers to develop a psychologically informed / trauma informed approach to delivering services	• Promote this approach to providers • Offer training to support providers • Work with providers who are keen to adopt such an approach • Identify providers who may be willing to develop an asset based approach to support planning and support them in this approach • Monitor customer outcomes	Yr 2/3			
	Work with Supporting People colleagues to further develop appropriate solutions for single people under 35 with complex/multiple needs including specialist provision for young people	• Research best practice in relation to housing young people with complex needs • Understand the demand • Implement the learning locally • Identify opportunities for new provision or remodelling existing provision	Yr 2/3			

4.5 Develop a range of affordable housing options for single people

What would success look like?

- Reduction in homelessness for under 35s
- Increased provision of accommodation available within the LHA shared room rate
- Increase in the number of people renting out a spare room

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Increase the range of accommodation options for single people under 35 years	• Research best practice across England & Wales • Promote a room to rent scheme to increase the provision of households renting out a spare room • Explore with Estate Management and Housing Association partners how under-occupying social tenants may be able to rent our spare rooms as in action 4.2	Yr 2/3			
	Work with housing strategy, private sector colleagues, Housing Associations to continue to develop a shared house scheme to meet the needs of young single people with lower support needs, and learn from best practice	• Research best practice across Wales and England • Expand the house share scheme to include both those with and without support needs • Develop a rent a room scheme to encourage households to take in lodgers	Yr 2/3			
	Reconfigure some 2 and 3 bed council units into single person accommodation	• Identify suitable 2 and 3 bed units that can be reconfigured into one bedroom accommodation • Develop a programme and review success	Yr 1/2			

		• Ensure units are targeted at Housing Options clients with necessary support in place				
	Consider how Housing First could be implemented within Wrexham	• Learn from the North Wales Housing First pilots • Consider how the model could work effectively in Wrexham • Develop project plan	Yr 2/3			

Priority 5 – Ending the need for anyone to sleep rough in Wrexham

5.1   Undertake a comprehensive review of rough sleeping to understand what changes are needed in order to effectively eliminate the need to sleep rough

What would success look like?

- No-one has to sleep rough in Wrexham
- Best practice targeted services in place to prevent rough sleeping
- Best practice targeted services to rapidly respond to rough sleeping
- Significant reduction in the number of people sleeping rough in Wrexham
- Joined up commitment and response across all organisations to end the need to sleep rough in Wrexham

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Adopt a clear vision across all providers that no one should have to sleep rough in Wrexham	• Develop vision • Develop clear objectives to underpin vision • Get all partners and voluntary sector to sign up to vision	Yr 1/2			
	Commission an independent comprehensive review of rough sleeping to understand what changes are needed in order to effectively eliminate the need to sleep rough	• Identify appropriate resources • Develop review specification • Commission review	Yr 1/2			

	Through the review identify national best practice and assess existing provision against best practice	• Identify best practices across Wales and England • Through review assess existing provision against best practice • Identify what changes are needed to deliver best practice services	Yr 1/2		
	Increase service user feedback from client's who have slept rough or are currently sleeping rough to ensure services are appropriately developed based on need	• Develop service user feedback questionnaires • Hold focus groups	Yr 2/3		
	Develop Rough Sleeping action plan	• Develop a clear plan in line with the Welsh government's action plan, detailing all of the necessary actions required to meet the vision to end the need for anyone to sleep rough in Wrexham • Implement plan	Yr 1/2		
	Ensure a targeted and strategic approach to preventing and responding to rough sleeping	• Where it has been identified that additional services are required consideration should be given to jointly commissioning these services together (i.e. outreach, direct access, etc) to ensure a streamlined and consistent approach and to deliver value for money • Consideration should also be given to regional commissioning where gaps have been identified across the region or parts of the region	Yr 1/2		

5.2   Develop and adopt a Rough Sleeping Strategy

What would success look like?

- No-one has to sleep rough in Wrexham
- Strategic approach to tackling and preventing rough sleeping
- Significant reduction in the number of people sleeping rough in Wrexham
- Joined up commitment and response across all organisations to end the need to sleep rough in Wrexham

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Establish a partnership steering group to oversee the development and delivery of the Strategy	• Establish membership • Develop Terms of Reference • Arrange meeting dates	Yr 1/2			
	Develop Rough Sleeping Strategy based on the comprehensive review findings	• Develop Draft Strategy • Undertake consultation • Adopt Strategy	Yr 1/2			
	Develop action plan to accompany Strategy	• Identify key actions to meet Strategy's objectives • Identify timescales and responsibility	Yr 1/2			

5.3 Work to prevent anyone from sleeping rough in Wrexham

What would success look like?

- Reduction in people sleeping rough
- Joined up approach with partners and voluntary sector to prevent people sleeping rough
- Reduction in people sleeping rough for the first time
- No one has to sleep rough in Wrexham
- Targeted preventative approaches in place to prevent rough sleeping

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Implement Homeless Link's PrOMPT (Prevention Opportunities Mapping and Planning Toolkit) to ensure that targeted interventions can be developed	• Implement the PrOMPT toolkit to identify with service user's pathways into rough sleeping and the points in those journeys where effective interventions may have prevented rough sleeping • Identify key agencies to work with	Yr 1			
	Identify the key triggers and risk factors associated with rough sleeping	• Through customer journey mapping identify the risk and trigger factors that identify a risk of rough sleeping • Develop an assessment form to be used with clients to assess risk of rough sleeping • Train staff and partners on the assessment process	Yr1/2			

	Develop a partnership response with key partner agencies to prevent rough sleeping for those at greatest risk	• Develop a partnership with mental health services, adult social care, drug and alcohol services, DWP to focus on the prevention of rough sleeping and crisis prevention • Identify key actions needed by each organisation to prevent rough sleeping	Yr 1/2			
	Develop a Somewhere Safe to Stay project to prevent the need for rough sleeping	• Research best practice into similar schemes across Wales and England • Identify options for how people at risk of sleeping rough in Wrexham can access somewhere safe to sleep to prevent rough sleeping • Develop pilot scheme and monitor success/impact	Yr 1/2			

5.4 Develop a rapid intervention for all rough sleepers through an assertive outreach service, and supported reconnection

What would success look like?

- Accurate intelligence base into the nature and extent of rough sleeping across Wrexham
- Assertive outreach service in place resulting in a reduction in the number of people sleeping rough
- Effective reconnection policy in place, with a reduction in the number of people sleeping rough with no local connection
- More effective reporting of rough sleeping by communities
- Reduction in the length of time people are sleeping rough

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Ensure that an effective assertive outreach service is in place with tailored approaches to work with both new rough sleepers and those that are entrenched	• Research best practice • Identify service specification • Make changes to existing outreach provision • Monitor outcomes	Yr 1/2			
	Develop an accurate intelligence base to understand the number of rough sleepers across Wrexham	• Improve data capture and information relating to rough sleepers to include - flow, - stock, - returners, - local connection, - demographic information, - support needs	Yr 1/2			
	Develop an effective supported reconnection policy	• Develop an effective supported reconnection policy to support safe returns to home areas for clients with no local connection to Wrexham • Ensure that all key agencies, including the voluntary sector and faith groups are signed up to Policy • Monitor the level of supported reconnections • Develop a small fund to support reconnections	Yr 1/2			
	Ensure that the Street Link service is well publicised and linked into local services.	• Publicise the Street Link number on the Council's website, within Council premises and through stakeholders and partners • Ensure that calls to Street Link are promptly responded to by appropriate service	Yr 1/2			

		• Ensure that feedback is provided in response to Street Link notifications • In partnership with Supporting People develop a rough sleeping service directory				
	Establish a multi-agency complex needs group to support entrenched rough sleepers off of the streets	• Research best practice approaches • Identify key membership • Develop terms of reference and key documentation • Identify entrenched rough sleepers • Monitor outcomes of the group	Yr 1/2			
	Explore and trial "personalised" packages for entrenched rough sleepers	• Research best practice nationally across Wales and England • Pilot a local scheme	Yr 2/3			

5.5 Develop structured day services to engage with rough sleepers, support them in their journey off of the streets and provide opportunities for recovery

What would success look like?

- Reduction in rough sleeping
- Reduction in number of entrenched rough sleepers
- Reduction in visible street activity
- Individuals sleeping rough can access a range of services and advice under one roof
- Individuals sleeping rough can take part in meaningful activity and access opportunities to improve skills/education/peer support

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Research best practice in relation to structured day services for rough sleepers	• Research best practice across Wales and England • Identify how best practice can be implemented in Wrexham	Yr 1/2			
	Explore with current services the opportunity to expand day services provision targeted at working with rough sleepers	• Identify opportunities to expand day services to provide services more frequently • Monitor attendance at the day services • Monitor outcomes achieved • Seek customer feedback	Yr 1/2			
	In the longer term develop structured day service provision within Wrexham	• Identify existing provision of day services including those delivered by voluntary groups and faith services • Identify resources required to deliver this provision • Consult with service users to ensure that services are designed to meet their needs • Develop service specification • Identify suitable venue • Identify provider • Identify key agencies and groups to provide outreach services at the day centre • Monitor outcomes	Yr 3/4			

5.6 Develop a clear accommodation pathway off of the streets into a range of accommodation provision, based around No Second Night Out principles

What would success look like?

- Nobody spends a second night sleeping rough
- Reduction in the number of people sleeping rough in Wrexham
- An offer of accommodation is available for any rough sleeper choosing to engage with services and come off of the streets
- An effective accommodation pathway providing a range of accommodation solutions for people sleeping rough

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Explore a No Second Night Out model within Wrexham to ensure that emergency accommodation can be offered to anyone new to rough sleeping	• Research best practice in relation to NSNO • Explore the feasibility of introducing emergency beds or safe seats locally with supported provision or through other innovative solutions • Identify resources • Develop policies and procedures	Yr 1/2			
	Review the way in which beds at the existing Night Shelter provision are allocated to ensure a clear pathway off of the streets	• Use the existing Night Shelter provision to create a pathway off of the streets • Ensure that a number of beds are designated as emergency beds and allocated for a period of up to 5 days to ensure engagement with services and the commencement of a pathway away from rough sleeping • Ensure a number of beds provide longer term provision to continue to give clients the opportunities to address issues and for services to find more appropriate accommodation	Yr 1/2			

		• Monitor outcomes				
	In the longer term identify alternative provision/building that will support this accommodation pathway approach	• Research best practice in direct access provision, including innovative solutions such as pods, shipping containers and buses • Identify resources • Identify suitable premises/site • Develop service specification • Ensure provision is psychologically informed • Deliver services in house or through a commissioning process • Identify opportunities for regional collaboration or joint commissioning	Yr 2/3			
	Monitor the level of evictions and exclusions from the Night Shelter	• Develop system for the provider to alert the Council for any eviction or exclusion from the Night Shelter • Monitor evictions and exclusions • Identify opportunities to reduce evictions and exclusions	Yr 1/2			
	In partnership with the Night Shelter monitor demand for Night Shelter beds, including demographic information and information relating to local connection	• Develop monitoring system for Night Shelter to complete to assist in understanding demand for Night Shelter provision including both those who are able to access a bed and those that have been unsuccessful • Use data to understand demographics of rough sleeping population • Use data to understand numbers accessing	Yr 1/2			

		provision with no local connection				
	Ensure that existing supported accommodation, including the new modular homes provision becomes part of the accommodation pathway off of the streets	• Ensure the supported accommodation available across Wrexham provides accommodation options for people using the direct access provision • Ensure that services have the skills to work with individuals with complex and multiple needs	Yr 2/3			
	Develop accommodation options for clients unable to succeed within a supported housing environment	• Explore alternatives including rapid housing access and Housing First • Identify the number of units required for this client group • Develop pilot • Monitor success and tenancy sustainment	Yr 2/3			
	Ensure that effective Severe Weather Emergency Plans (SWEP) are in place	• Develop a SWEP procedure • Identify a range of suitable accommodation provision to be used when SWEP is activated • Monitor demand, demographic information and outcomes	Yr 1/2			

5.7 In partnership develop a co-ordinated approach to tackling street activity

What would success look like?

- Reduction in the number of people sleeping rough
- Reduction in street activity
- Reduction in the number of people begging

- Reduction in anti-social behaviour

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Work with colleagues in Community Safety to identify and address street activity	• Establish joint partnership to respond to identified street activity • Agree a strategic and operational response	Yr 1/2			
	Explore feasibility of joint outreach with community safety and police	• Research best practice in joint outreach responses • Trial joint outreach • Monitor outcomes				
	Work with partner agencies to implement assertive outreach	• Work with all partners to ensure the Council's vision in relation to rough sleeping is understood • Work with partners to implement assertive outreach • Monitor outcomes				
	Ensure those on the streets can access services to meet their needs in order to reduce begging	• Ensure that there are suitable services in place to meet the basic needs of those on the streets • Ensure support is in place in order for individuals to claim all of the benefits that they are entitled to and manage their money				
	Pro-active promotion of donation opportunities to support those who are homeless	• Promote details of all local homeless charities for members of the public who wish to donate • Explore best practice in directing good will to ensure that donations can be used to help				

		people in a co-ordinated way				

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<tr><td colspan="7">5.8   Work with partner agencies to ensure that all activity is focused upon supporting clients off of the streets, and not sustaining a street based lifestyle.</td></tr>
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<tr><td colspan="7">What would success look like?</td></tr>
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- Reduction in the number of people sleeping rough
- Reduction in the number of entrenched rough sleepers
- Services are not facilitating rough sleeping

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Ref	Action	Milestone	Timeline	Lead	Status	Update
	Ensure that any existing day service provision and voluntary/faith provision does not inadvertently sustain rough sleeping, with a focus on structured activities, that seek commitment and engagement, and ending rough sleeping	• Research best practice across England and Wales in relation to working with voluntary groups/faith sector to end rough sleeping • Ensure that the provision of food and facilities is linked to engagement with services and support • Ensure that once direct access provision/NSNO provision are in place services do not give out sleeping bags and tents	Yr 1/2			
	Identify opportunities for faith groups and voluntary sector to become involved in helping support people off of the street	• Research best practice • Identify opportunities for mentoring/befriending services	Yr 2/3			

5.9	Improve access to health services, and health outcomes for rough sleepers

What would success look like?

- Improved health outcomes for rough sleepers and single homeless people
- Increase in number of rough sleepers registered with a GP
- Increase in number of rough sleepers registered with a dentist
- Reduction in A&E attendance by rough sleepers
- Reduction in hospital admissions for rough sleepers
- Reduction in deaths of rough sleepers

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Ensure that the needs of vulnerable homeless households are reflected in Joint Strategic Needs Assessments and the Health and Wellbeing Strategy, and advise the Public Service Board on the links between homelessness, health care and housing	• Provide Public Service board with data and evidence in relation to health and homelessness • Contribute to the development of the JSNA • Present to the Public Service Board the links between Health and Housing	Yr 2/3			
	Explore opportunities to work with commissioners in mental health, drugs and alcohol, and health to commission integrated provision. This includes supporting drug and alcohol services and mental health services to ensure services are	• Research best practice in relation to integrated commissioning • Develop a multi-agency steering group	Yr 3/4			

	appropriately coordinated, and meet the needs of homeless people, including those with "dual diagnosis"					
	Undertake Homeless Link's Health Needs audit across Wrexham to better understand the health issues faced by the local homeless population	• Establish steering group • Undertake the audit working with key accommodation and support providers • Analyse audit outcomes • Present findings to Public Service Board • Identify actions needed to address identified issues	Yr 2/3			
	Implement the recommendations from the North Wales Homelessness Health Needs Audit	• At a regional level develop an action plan to implement the recommendations • Agree clear milestones • Monitor the delivery of the actions and outcomes	Yr 1/2			
	Work with colleagues in health to remove the barriers which some homeless people, in particular rough sleepers, face in registering with mainstream GP services	• Ensure that all GP surgeries enable and support homeless people to register with them • Provide training to GPs on homelessness and its related issues • Ensure that homeless people are able to register with GP without proof of identity	Yr 3/4			
	Ensure that all accommodation and support providers are knowledgeable about health care services, and can help homeless	• Research best practice • Develop good practice guidance for accommodation and support providers • Introduce health MOTs for supported accommodation residents	Yr 3/4			

	people access health care services	• Hold training sessions			
	Where a need is identified ensure that there is specialist health care provision for rough sleepers in Wrexham	• Understand current provision and identify any gaps • Research best practice • Identify opportunities for specialist provision with health colleagues	Yr 3/4		
	Explore the feasibility of developing specialist provision and services to provide medical respite and end of life care for homeless individuals	• Research best practice • Join the Faculty for homelessness and inclusion health • Explore the feasibility for introducing provision locally	Yr 4		

Priority 6 – Meeting the housing and support needs of clients with multiple and complex support needs

6.1 Prevent youth homelessness through education, peer mentoring, mediation and emergency respite accommodation

What would success look like?

- Reduction in youth homelessness
- Reduction in repeat homelessness
- Young people are able to make informed housing choices
- Joined up services in place to prevent youth homelessness

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Deliver a School Educational Programme	• Research best practice • Develop training plan • Identify trainer • Roll out	Yr 2/3			
	Deliver Housing advice aimed at young people through social networking sites	• Develop advice pages using social networking sites • Identify lead or former service user to update these sites and respond to queries	Yr 1/2			
	Deliver training to Housing Solutions staff focusing on young people to ensure that a tailored service is provided to young people	• Design training in consultation with young people • Deliver training	Yr 2/3			

	Ensure suitable provision of emergency accommodation available for young people	• Review the current provision of night stop, supported lodgings and emergency beds to ensure that the accommodation meets the needs of the young people presenting • Ensure that crash pad accommodation is available to provide respite for young people while their housing issues is resolved	Yr 2/3			
	Ensure that an effective home visiting and mediation service is available	• Research best practice • Implement locally • Monitor outcomes	Yr 1/2			

6.2 Develop an effective care leaver accommodation and support pathway

What would success look like?

- No care leavers become homeless upon leaving care
- Care leavers have the support and skills to successfully sustain accommodation
- Streamlined pathway from care into a range of accommodation options

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Develop a care leaver's protocol	• Develop a joint protocol with children's services to ensure a clear accommodation and support pathway for all care leavers, ensuring the skills necessary to manage a tenancy are in place • Consider the development of training flats to provide care leavers with the skills to live	Yr 1/2			

		- independently - Where care leavers do become homeless, review the reasons why and share learning, and identify future mitigations				
	Ensure that care leaver's receive priority for accessing supported or social housing upon leaving care	- Work with Estate Management and Housing Associations to ensure that suitable properties are made available for people leaving care - Review the allocations policy to ensure adequate priority is given to care leavers - Ensure that any allocation is made upon the basis that the young person can manage a tenancy and appropriate and continuing support is in place	Yr 1/2			
	Develop a leaving care panel to create planned, supportive and co-ordinated accommodation plan	- Develop a panel with housing and leaving care and key providers - Develop terms of reference - Develop paperwork - Monitor outcomes	Yr 1/2			

6.3 Remodel accommodation based support services to ensure an integrated approach that meets the needs of people with multiple and complex needs

What would success look like?

- Services work with people to understand their strengths, and support them holistically to achieve their goals
- Improved outcomes with higher instances of people able to successfully move on from supported accommodation
- Reduction in repeat homelessness

- Customers have increased resilience
- Reduction in evictions from supported accommodation
- Support services are psychologically informed

Ref	Action	Milestone	Timeline	Lead	Status	Update
	All clients in supported housing to receive meaningful asset based assessments and advice to reflect that the service is tailored to individuals' goals and aspirations	• Staff trained to undertake asset based assessments • Assessment form and other paperwork redesigned to support this approach	Yr 2/3			
	Work with existing providers to Implement a Psychologically Informed Environment and Trauma Informed Care approach to service delivery that takes into account customer's psychological and emotional needs	• Train all staff on PIE and TIC • Use the PIE framework to redesign the service to become PIE including - Developing a psychological framework – - The physical environment and social spaces - Staff training and support - Managing relationships - Evaluation of outcomes	Yr 2/3			
	Review existing provision and identify gaps and issues in meeting the needs of people with multiple and complex needs	• Analyse existing data in terms of outcomes, exclusions, non acceptances and evictions • Review a number of complex cases to identify issues and gaps in provision • Speak to stakeholders and service users	Yr 2/3			
	Undertake consultation to identify	• Research best practice	Yr 2/3			

	the best model of future service delivery	• Undertake consultation with providers • Undertake consultation with service users • Undertake consultation with stakeholders				
	Develop a new service specification and commence commissioning process	• Develop service specification • Develop commissioning plan • Commission services	Yr 2/3			

6.4 Develop an integrated approach to working with complex families to ensure homelessness and repeat homelessness is prevented

What would success look like?

- Reduction in intentionally homeless decisions for families
- Reduction in repeat homelessness for families with complex needs

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Develop an integrated approach to working with complex families to ensure that homelessness is prevented	• Research national best practice in working with complex homeless families • Undertake best practice research • Arrange visits to schemes • Develop local approach in partnership with Children's services, Housing Associations	Yr 1/2			
	Explore the possibility of developing a pilot to accommodate intentionally homeless families	• Arrange a meeting with Children Services, Supporting People and Estate Management and explore an intensive housing management approach	Yr 1/2			

		• Contact Welsh government to discuss outline proposal and identify if money is available for a pilot • Develop detailed proposal				

6.5 Ensure that the Prisoner Pathway works effectively to prevent homelessness on release from custody

What would success look like?

- Reduction in the number of people becoming homeless as a result of leaving prison
- Increase number of ex-offenders whose homelessness is relieved on release from custody
- Tenancies ended where necessary at sentencing to prevent arrears accruing
- Reduction in ex-offenders rough sleeping

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Ensure that the Prisoner Pathway is working effectively to prevent homelessness on release	• Learn from the best practice • Work with the local prisons, probation, CIC and advice providers to ensure the pathway is being adhered to	Yr 1/2			
	Work with probation, MAPPA and services to ensure effective sharing information agreements are in place to jointly and openly manage risk	• Strengthen partnerships with prison and probation to create trust and honesty • Develop information sharing agreements	Yr 1/2			

	Work with neighbouring authorities to adopt a joined up approach to working with the Local Prisons	• Identify issues and evidence base • Arrange meetings with key prison and advice personnel, amend processes accordingly • Raise awareness of outstanding issues with Welsh Government	Yr 1/2			
	Ensure that prisoners receive appropriate advice at the beginning of their sentence to resolve arrears accruing whilst in prison	• Work with the prisons to ensure that prisoners are accessing housing advice at the beginning of their sentence to either claim HB or end tenancies to prevent arrears • Develop joint protocol	Yr 1/2			

6.6 Improve housing outcomes for clients with poor mental health

What would success look like?

- Reduction in mental health crisis resulting in homelessness
- Housing Options clients feel they are getting the appropriate support and treatment for their mental health
- Customers able to successfully sustain their accommodation as they are receiving treatment/support for their mental health

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Expand the Mental Health Outreach workers with Housing Options in line with identified need	• Identify current and future need • Identify opportunities to expand the mental health outreach worker posts	Yr 2/3			
	Review existing housing related	• Review existing housing related support	Yr 2/3			

	support provision for clients with mental health	provision for clients with mental health to identify if services are meeting identified need • Identify changes/additional services required				
	Provide training for Housing Options staff on mental health	• Identify training to improve staff's awareness of mental health, and opportunities for them to support clients through the assessment process • Ensure staff are aware of the services available and how to refer into these	Yr 2/3			
	Learn from best practice in relation to meeting the needs of clients with poor mental health	• Research best practice and innovation across Wales and England • Identify opportunities for implementing this learning locally	Yr 2/3			

6.7 Improve housing outcomes for clients with substance misuse

What would success look like?

- Reduction in substance misuse leading to homelessness
- Increased access to support for substance misuse
- Increased access to rehab for Housing Options Clients

Ref	Action	Milestone	Timeline	Lead	Status	Update
	Continue to contribute and monitor any actions from the	• Attend meetings	Yr 1/2			

	substance misuse task force	• Contribute to action delivery			
	Monitor the impact of NPS use and the changes in substance misuse on homelessness	• Monitor the impact of NPS use and how this impacts on homelessness • Monitor changes in substance misuse and its impact on homelessness • Research best practice in addressing substance misuse and homelessness • Develop partnerships to tackle issues identified • Identify funding opportunities to tackle identified issues	Yr 1-4		
	Learn from best practice in relation to meeting the needs of clients with substance misuse	• Research best practice and innovation across Wales and England • Identify opportunities for implementing this learning locally	Yr 2/3		
	Provide training for Housing Options staff on Substance misuse	• Identify training to improve staff's awareness of substance misuse, and opportunities for them to support clients through the assessment process • Ensure staff are aware of the services available and how to refer into these	Yr 2/3		