



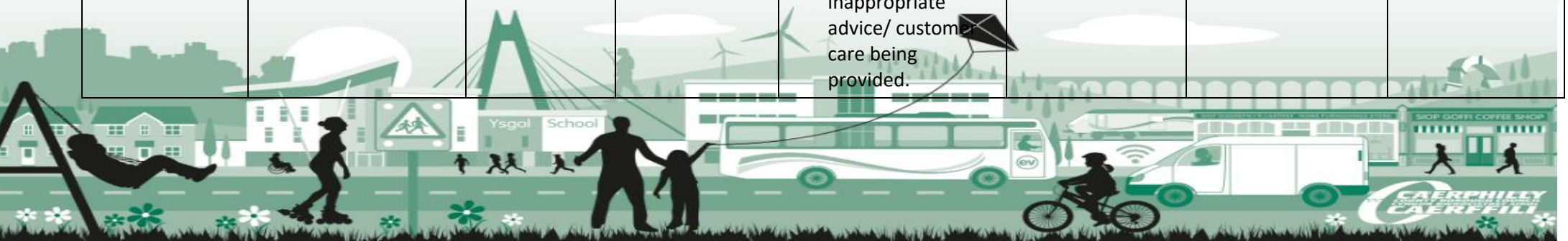
Caerphilly County Borough Council Housing Solutions Homeless Project Plan

April 2021 - March 2022



Appendix 1 Caerphilly County Council Housing Solutions Homeless Project Plan – April 2021 - March 2022

Priorities/ Objectives	Deliverables/ Actions	Structure / Lead Officer	Date to be completed	Risk	Stakeholder Engagement	Change Management	Resource
<p>Priority 1</p> <p>Provide an accessible, proactive service that is person centred and inclusive for all and to increase engagement of service users in addressing homelessness.</p> <p>To provide clear information on Homelessness, prevention and access to accommodation and support services</p>	<ul style="list-style-type: none"> Review the current service delivery area by undertaking a series of workshops to review practices and process to streamline these. Work with the Crisis falling out project to undertake service user consultation via phone/ written questionnaire 	<ul style="list-style-type: none"> Kerry Denman Lead Officer Kerry Denman Crisis Falling out Project team 	<ul style="list-style-type: none"> December Ongoing for consistent service feedback 	<ul style="list-style-type: none"> Reluctance to move with change/ Service Pressures/ time Limitations Risk level is assessed at medium impact. Engagement from service users may be limited/ dissatisfaction with services/ services not meeting people's needs. (Risk level considered to be high and imminent) Medium risk of inappropriate advice/ custom care being provided. 	<ul style="list-style-type: none"> Staff/ support workers/ voluntary and statutory agency feedback 	<ul style="list-style-type: none"> Implement identified changes from feedback/consultation sessions 	<ul style="list-style-type: none"> No additional Resources required at this time / will utilise current staffing Structure



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	<ul style="list-style-type: none">• Desktop review assessment paperwork and framework and available literature to support advice	<ul style="list-style-type: none">• Kerry Denman• Crisis Project	<ul style="list-style-type: none">• Ongoing				
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<p>Priority 2</p> <p>Reduce/ Address Rough Sleeping and Repeat Presentations</p>	<ul style="list-style-type: none"> Review Data recording mechanisms Ensure we tackle route cause of Rough Sleeping Review data on repeat presentation cases and route causes 	<ul style="list-style-type: none"> Kerry Denman Kerry Denman With project team Kerry Denman 	Ongoing	<ul style="list-style-type: none"> Increase in Rough sleeping – Risk level medium. Complex presenting needs and current EA units not being able to manage these. Risk level High and imminent Delayed Move on due to lack of properties. Risk level high and imminent. 	<ul style="list-style-type: none"> Cornerstone / Probation / Those identified as Rough sleeping / repeat presenters / Crisis project and shelter take notice project 	<ul style="list-style-type: none"> As we identify rough sleepers, we may need to modify access to accommodation / support service as we move through the project 	<ul style="list-style-type: none"> Increase in Emergency accommodation stock profile. Increase in possible costs for Emergency accommodation units to meet demand.



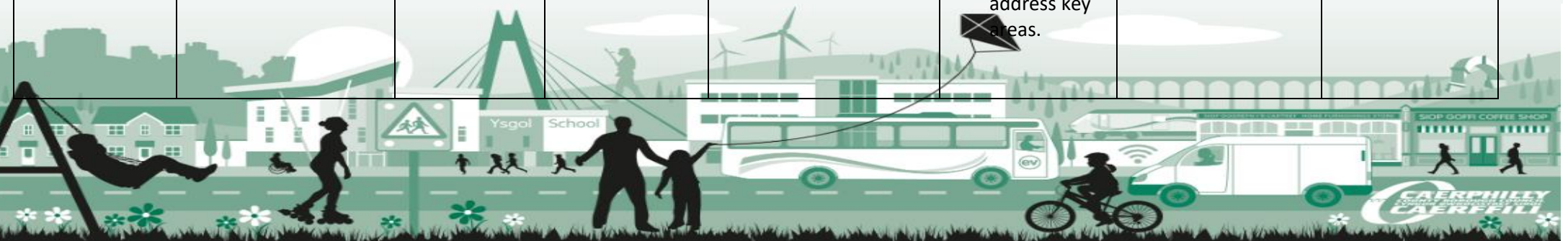
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	<ul style="list-style-type: none">• Consider future service commissioning to ensure accommodation and support needs can be met	<ul style="list-style-type: none">• Kerry Denman in conjunction with Shelly Jones HSG lead		<ul style="list-style-type: none">• Current models of accommodation do not support Rapid rehousing and Housing first models. Risk level High and imminent.• RSL partners may not be on board to work with models / support agencies may not be commissioned to the level that we require to succeed with these models – Risk level medium.			
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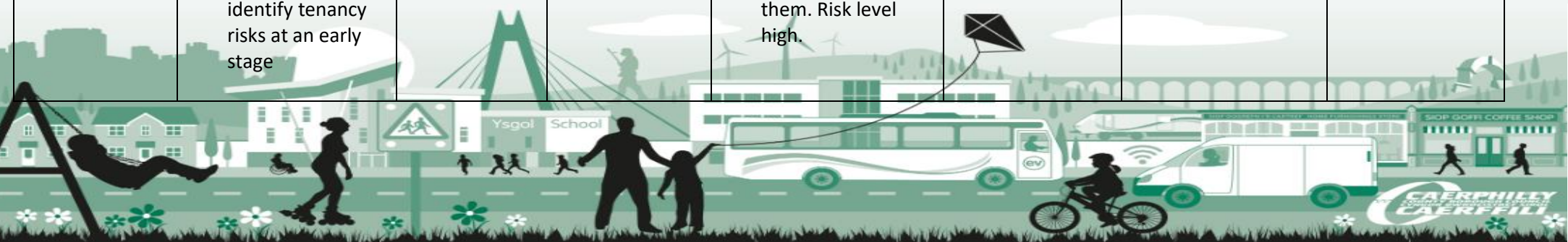
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<p>Priority 3</p> <p>Re focus on Prevention and increasing successful outcomes</p>	<ul style="list-style-type: none"> Hold workshops to remind staff of the prevention tools available within CCBC and continue to develop Key prevention toolkits and pathways. 	<ul style="list-style-type: none"> Kerry Denman 	<ul style="list-style-type: none"> September 2021 / Ongoing 	<ul style="list-style-type: none"> May identify that current tools are no longer effective and may need modification Need to consider Covid 19 impact on some prevention options and tools and if outcomes / pathways are still as successful i.e. mediation. This will be done through data comparison. Risk level medium. RSL landlords may not have consistent approaches / different views on course of action to take. 	<ul style="list-style-type: none"> Staff/ statutory and non-statutory agencies attached to prevention options RSL partners through operational (monthly)and strategic steering group (quarterly) to tackle and address key areas. 		<ul style="list-style-type: none"> Internal Resources will be utilised with no additional resources being required at this time. Financial impact on current HSG award may be identified.



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	<ul style="list-style-type: none"> • Consult with all public and private landlords on prevention of homelessness in line with Shelters no eviction from RSL into Homelessness project • Attend landlord forums and highlight homelessness services and support services to prevent Homelessness / consider a direct referral pathway into the service for landlords who identify tenancy risks at an early stage 	<ul style="list-style-type: none"> • Kerry Denman with Byron Jones /David Francis / • Kerry Denman with • Byron Jones 	<ul style="list-style-type: none"> • Ongoing • Ongoing 	<ul style="list-style-type: none"> • PRS landlords may not wish to engage or some have negative view of prevention / LA previous negative experience. Medium risk. • Landlords may have a negative view of the LA and work we do / may not want to partnership work as they have a selection of other tenants they can pick. Need to break down perception and barriers with them. Risk level high. 	<p>Estate agents and landlords registered in the borough.</p> <ul style="list-style-type: none"> • Partners of forum and NRLA • Caerphilly Keys Officer • As above 		
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- Review Offender Accommodation Pathway and how can we enhance this – consider need of an Offender Officer within the team

- Kerry Denman with Sadie O'Connor

- November 2021

- Increase in Offender presentations is likely and increase in risk factors and complex needs. Risk is high

- Possible change / increase in staffing structure (Additional officer can be funded via HSG)



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<p>Priority 4</p> <p>Investigate the 'Drop Out' withdrawal of application data</p>	<ul style="list-style-type: none"> Work with the Crisis Falling Out project on this 	<ul style="list-style-type: none"> Kerry Denman along with project team 	<ul style="list-style-type: none"> Dec 21/ Jan 22 	<ul style="list-style-type: none"> May not be able to immediately implement recommended changes to current service provision / available stock / costs Risk level medium 	<ul style="list-style-type: none"> Partner agencies / RSL / service users / voluntary agencies / shelter 	<ul style="list-style-type: none"> Monthly review sessions will be held as management team and possible early implementation of some recommendations may be undertaken to improve service delivery and customer experience 	<ul style="list-style-type: none"> Internal resource and utilising the Crisis project



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<p>Priority 5</p> <p>Maximise access to appropriate support services and increase the provision of more inclusive housing models through Housing First / Rapid Rehousing / Assertive Outreach, to be able to meet and address those presenting with Complex needs.</p>	<ul style="list-style-type: none"> To review current support services available in the borough and ensure they respond to current presenting needs. To maximise publicity of support services. To link in and partner Caerphilly Cares and consider a referral pathway for advice and support or co locate an advice officer if needed. 	<ul style="list-style-type: none"> Kerry Denman with SP manager Shelly Jones Shelly Jones /Kerry Denman with Media team Kerry Denman 	<ul style="list-style-type: none"> Jan 2022 Ongoing August 2021 / Ongoing 	<ul style="list-style-type: none"> May not be able to meet demand or have the specialist services readily available for access. 	<ul style="list-style-type: none"> Supporting People and Providers Media team Caerphilly Cares Manager and team 	<ul style="list-style-type: none"> May need to look at restructure/ re alignment of service provision to meet the immediate presenting need where possible 	<ul style="list-style-type: none"> Use of current resources and re alignment of services



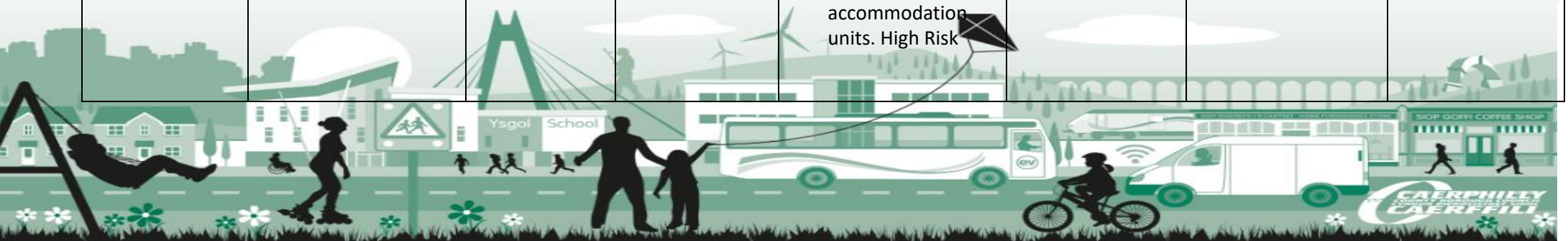
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	<ul style="list-style-type: none"> To engage RSL partners to deliver properties Housing First / Rapid rehousing scheme To look at the future needs of supported accommodation to ensure that within the borough we have units available to meet presenting needs 		<ul style="list-style-type: none"> Ongoing and to incorporate in Rapid Rehousing Transitional Plan November / December 2021 	<ul style="list-style-type: none"> Some partners may be averse to working with the model due to the possible complex needs of clients and former tenancy history. Stock availability Medium risk Funding resources and time, it may take to commission services / acquire suitable accommodation units can impact success and cause delays. Medium Risk 	<ul style="list-style-type: none"> RSL partners and potential PRS landlords Supporting People Manager and team 		
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Priority 6 Review Current Emergency accommodation provision, pathway and risk management practices to ensure that we are making best use of resource and maximisation of move on	<ul style="list-style-type: none"> To hold workshops with staff. Profile accommodation provisions and identify gaps in risk management and support available to sustain placements Identify gaps in provision and consider for future need and planning 	<ul style="list-style-type: none"> Kerry Denman with Lee Clapham Lee Clapham Kerry Denman 	<ul style="list-style-type: none"> January 2022 January 2022 Ongoing 	<ul style="list-style-type: none"> Current practices/ process may be compounding issues. Staff may not be adequately trained. High Risk. Available stock provision is not as we would want and reliant on Bed and Breakfast units which vary in standard. High Risk May not be able to provide what is required via funding / commissioning or support of emergency accommodation units. High Risk 	<ul style="list-style-type: none"> Staff / Support workers Desktop and landlords Desktop consultation 	<ul style="list-style-type: none"> May need to adopt process and pathways as any barriers are identified and adapt any additional work plan to fit this 	<ul style="list-style-type: none"> Financial and additional building resources may be required for future growth.



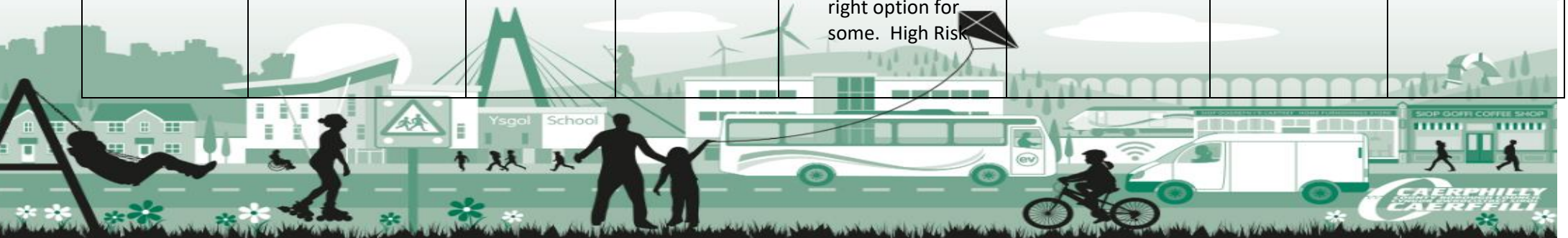
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	<ul style="list-style-type: none">(NB whilst undertaking this have regard for the WG Homeless Action Group focus on LA'S having multi agency assessment and accommodation centres).			<ul style="list-style-type: none">Members may be objective to certain types of accommodation within areas proving difficult to move forward and implement.Demand for more complex units may not be viable. High Risk			
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<p>Priority 7</p> <p>Work with RSL partners and private landlords to prevent homelessness and promote sustainable tenancies and increase the access and availability into this accommodation</p>	<ul style="list-style-type: none"> Arrange meetings with RSL partners / set up pathways and review key issues 	<ul style="list-style-type: none"> Kerry Denman 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Level of tenants at risk may be high and levels of arrears or ASB may be unpreventable. High Risk Availability of 1 bed accommodation is still an issue and whilst phase two fun to bring on additional units is moving forward this is not immediate and volume is small in comparison to demand. Current lettings policy can exclude the most vulnerable / general housing may not be the right option for some. High Risk 	<ul style="list-style-type: none"> RSL partners 		<ul style="list-style-type: none"> No extra resource required



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<p>Priority 8</p> <p>Enhance and maximise the current Caerphilly Keys PRS scheme</p>	<ul style="list-style-type: none"> Promote the service through media avenues / engage with known landlords to provide additional units of the scheme Consider how the scheme could evolve and provide more services (have regard to WG Social letting agency pilot) and bring services in house 	<ul style="list-style-type: none"> Kerry Denman with Byron Jones 	<ul style="list-style-type: none"> Ongoing Jan/Feb 2022 	<ul style="list-style-type: none"> May not draw any additional landlords / landlords with right property portfolio May be financial constraints if incentives/ packages to bring landlords on board is a barrier/ may not be able to meet landlords' unrealistic expectations on service delivery for scheme 	<ul style="list-style-type: none"> Media team/ Current Caerphilly keys landlords Desktop review/ review WG RSL pilot and speak to authorities involved for feedback. Hold engagement event with landlords to scope out what incentives/ packages would be attractive to them then consult internally on viability. 		<ul style="list-style-type: none"> No additional resource required. Potential for increase in financial commitment to consider landlord incentives etc/ Fee charged for services if we were to create own SLA scheme.



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Priority 9 Partnership/ Multiagency working – engage stakeholders and key partner agencies to ensure we are working collaboratively with the Housing Solution Team to meet the identified core housing and support needs of residents within CCBC	<ul style="list-style-type: none"> MAPPA protocol and partnership for effective management of High-risk offenders Develop Young Person Accommodation Pathway and review Step Forward process Work with internal departments to maximise prevention referral pathways 	<ul style="list-style-type: none"> Kerry Denman Kerry Denman with Karen Williams Children’s services and Shelly Jones – SP Kerry Denman 	<ul style="list-style-type: none"> Ongoing December 2021 Ongoing 		<ul style="list-style-type: none"> Probation /Police /Pobl/ Cornerstone Social Services/ Supporting People/ Llamau HB/ CAB/ RSL/ Caerphilly homes/ Caerphilly cares / Llamau and other key identified partners . 		<ul style="list-style-type: none"> No additional resource required. Additional recruitment but agreed funding via Supporting People. No additional resource.



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Priority 10 Undertake review of CCBC Allocations Policy	<ul style="list-style-type: none"> Consider review of key aspects of allocation policy including rent arrears policy/ affordability assessment / banding structure 	<ul style="list-style-type: none"> Kerry Denman and Mark Jennings 	<ul style="list-style-type: none"> 2022 in line with Rapid Rehousing Plans 	<ul style="list-style-type: none"> Partners may be reluctant to change and not be consistent with responses – Medium risk 	<ul style="list-style-type: none"> Housing Strategy / CHR partners / Legal 		<ul style="list-style-type: none"> N/A



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Priority 11 Digital / Comms System Review	<ul style="list-style-type: none"> MICC Phone system to be installed. Paperless system being adopted. ICT systems review and upgrade consideration 	<ul style="list-style-type: none"> Kerry Denman Kerry Denman Kerry Denman / Jackie Shorte 	<ul style="list-style-type: none"> October/ November 2021 March 2022 Ongoing 	<ul style="list-style-type: none"> Delays with laptops for some staff may delay full implementation across the teams. Medium risk. Adaption to new way of working may take others longer- Medium Risk. Financial constraints for upgrade of system. Training and Implementation of any adjustments can affect introduction of system. High Risk. 	<ul style="list-style-type: none"> Rachel Meredith Comms All staff within HS team Abritas/ Finance and Dave Street / CMT 	<ul style="list-style-type: none"> Small works orders may be implemented as identified so work plan for staff is subjective to change 	<ul style="list-style-type: none"> Incur additional costs for further licences and ICT equipment. No additional resources required. Financial resource may be required to purchase upgrades.



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Priority 12 Staff Performance and Training	<ul style="list-style-type: none"> 1:1 to be held with staff and review staff performance in line with policy. Training plan to be implemented for all staff as a team and individually. 	<ul style="list-style-type: none"> Kerry Denman for senior staff Senior staff for other staff Kerry Denman with Senior Staff from each team 	<ul style="list-style-type: none"> Ongoing Ongoing 	<ul style="list-style-type: none"> Identification of performance and capabilities within the team – High Risk. Staff Feedback may not be as expected- Medium risk Face to face training impacted by current Covid 19 guidance. High Risk. 	<ul style="list-style-type: none"> Staff and Training Programmes /providers 		<ul style="list-style-type: none"> No additional Resource required. Financial costs for Training.

Kerry Denman
Housing Solutions Manager

