

## Appendix J

**Herefordshire Homeless Prevention and Rough Sleeping Strategy – Delivery Action Plan**

Priorities: -

1. Improving our systems
2. Strengthening our Partnerships
3. Be data Led
4. Improve our Accommodation Offer
5. Make best use of Funding

Theme		Action	Owner	Delivery Date	Comments	RAG / Complete Date
Improving Our Systems	1	Develop a Multiple Complex Vulnerabilities strategy. This Strategy should include placing the childhood early indicators of homelessness within the early indicators.				
	2	Herefordshire BRAVE operations Board to undertake a review of instances of people who are being accommodated in the BRAVE accommodation pathway and who have had a near death experience, to identify if there is any learning or best practice to be identified and shared.				

	<p><b>3</b> Herefordshire Safeguarding Adults Board to consider undertaking an annual review of any death(s) of people who are known to have a history of homelessness in Herefordshire, to identify if there is any learning or best practice to be identified and shared over and above the requirements of any SAR's undertaken.</p>			
	<p><b>4</b> Develop an early intervention toolkit to be used across the Herefordshire Talk Community network of hubs setting out the options for early interventions and support to mitigate the risk of homelessness occurring or MCV Escalating to crisis point. This could be added as a specific page of resources to the Talk Community Website.</p>			
	<p><b>5</b> Develop a multi-agency palliative care pathway to support people who are homeless and ensure they receive dignity in the final stage of their lives.</p>			

	<p><b>6</b> Herefordshire Council will continuously review its operational structures to ensure they remain fit for purpose and deliver the best services for the communities of Herefordshire. This would include remaining as a key partner of the Homeless Forum and extending the membership of the BRAVE processes to all aspects of Health and Social Housing Partners.</p>			
	<p><b>7</b> Promote the use of the national 'Street Link'<sup>1</sup> as a single resource for the public and partners to report potential instances of people sleeping rough.</p>			
	<p><b>8</b> Herefordshire Council will commence planning for a replacement accommodation model for the emergency winter shelter that meets NICE guidelines and delivers a space that is secure against pandemic type illnesses.</p>			
	<p><b>9</b> Using the 'WellSpace Guide'<sup>2</sup> as a model, develop an Experts by Experience Network to assist with the ongoing development and management of homelessness prevention work streams.</p>			

<sup>1</sup> [StreetLink - Connecting people sleeping rough to local services](#)

<sup>2</sup> [flic\\_wellspacehowtogoguide\\_may2022-compressed.pdf](#)

	<b>10</b>	Herefordshire Council will work with experts by experience to develop and publish an accessible directory of housing options and support for households.				
	<b>11</b>	Herefordshire Council to work with partner agencies and bodies, along with the new Experts by Experience Board to develop a strengths-based framework that builds upon the skills of people affected by Homelessness, enabling people affected by homelessness to find a way back into the workplace				
	<b>12</b>	Herefordshire Council to coordinate and facilitate a Homeless Health Needs Audit during the life cycle of this strategy.				
	<b>13</b>	Herefordshire Council to formalise its arrangements with partners in the Criminal Justice System to deliver pre-release panels for offenders leaving the national Prison estate to assess the levels of housing and wider support needs to mitigate the risk of reoffending as well as homelessness.				
	<b>14</b>	Work in partnership to identify how Herefordshire can increase capacity to meet the needs of people affected by poor mental health. This needs to be within 24 hours for individual's assessed as having a chronic support need.				

	<p><b>15</b> Work in partnership to identify how it can increase capacity to meet the needs of people with addiction support needs. This needs to be within 24 hours for individual's assessed as having a chronic support need.</p>			
	<p><b>16</b> Herefordshire Council to develop plans and processes that reduce the number of households who lose contact with Housing Solutions following an application for housing support being made.</p>			
	<p><b>17</b> Herefordshire's BRAVE groups should expand its membership to include partners that represent all aspects of health. (Primary, Community and Emergency medicine, Chronic Care, Mental Health, Opticians, Dental, and Podiatry).</p>			

	<p><b>18</b> Further develop the collective Herefordshire model of working using a Trauma Informed Approach (TIA) to embed a psychologically informed environment across the multi-agency working environment in all delivery areas throughout Herefordshire. At the core of this approach will be working with individuals in a strength-based approach with an agency single point of contact / lead worker to coordinate all work streams around that individual and delivering additional Trauma Informed approach training to the workforce.</p>			
<p><b>Strengthen our Partnerships</b></p>	<p><b>19</b> The distribution of best practice and new learning should sit with a single point of contact within the wider housing teams for Herefordshire Council. This SPOC should identify case law, stated cases, best practice and specialist advice from a range of sources and share amongst colleagues and partners working across Herefordshire.</p>			
	<p><b>20</b> Herefordshire Council will work with Commissioning Services to promote commissioned floating support service delivered by Connexus. <a href="#"><u>Herefordshire Housing Related Floating Support Service &amp; Mediation   Connexus</u></a></p>			

	<p><b>21</b> Ensure that the wider homelessness work force operating in Herefordshire have at least sixteen hours of training per annum, specifically about housing, housing support and the impacts of multi-agency working, being Trauma Informed and developing a strengths-based approach, mental capacity and executive function. This will develop a legislatively empowered work force.</p>			
	<p><b>22</b> Herefordshire's BRAVE partnership to develop an employee induction pack for new staff to maximise the potential for success across this multi-agency landscape.</p>			
Be Data Led	<p><b>23</b> Herefordshire BRAVE partnership will undertake a Cost Benefit Analysis of interactions with rough sleepers over 2025-26 – to focus upon costs of early intervention Vs crisis interventions and drive systems change as required.</p>			
	<p><b>24</b> Herefordshire Council will continue to provide evidence to Government supporting an uplift in Local Housing Allowance rates to address the disparity between rental costs and benefits.</p>			

<b>Improve our Accommodation Offer</b>	<b>25</b> Herefordshire's BRAVE partnership will develop a shared data management system for case notes.				
	<b>26</b> Herefordshire's BRAVE partnership will expand Data Sharing Agreements to include new partners.				
	<b>27</b> Herefordshire Council to continue to collaborate with partner agencies within the Criminal Justice System to deliver a CAS3 accommodation offer for the County.				
	<b>28</b> Herefordshire Council will refresh the Housing Market Areas Needs Assessment to ensure that needs data is up to date.				
	<b>29</b> Herefordshire Council will reinvigorate a Landlords Forum. The Forum will function as a conduit between accommodation providers and the Council as well as a place to share information and best practice. At the core of this Forum should be a commitment to prevent evictions wherever possible and only as a last resort and ensure the delivery of the reforms set out in the Renters Rights Act 2025 which will see the end of Section 21 evictions.				

<b>30</b>	Herefordshire Council Strategic Housing Team will apply for the funding through the capital program to develop a range of accommodation options suitable to meet the needs of our most vulnerable communities. This will require a commitment to ring fence Herefordshire Council capital funding for this purpose.			
<b>31</b>	Herefordshire Council will undertake a development of a supported housing strategy to better understand need and to develop a strategic approach to delivery of exempt accommodation.			
<b>32</b>	Herefordshire BRAVE partnership will undertake the development of a Primary Care health option for the medical treatment of individuals in the homeless pathway.			
<b>33</b>	Herefordshire Council to continue to collaborate with Private Landlords to expand and develop the portfolio of private rented sector tenancies in the county.			
<b>34</b>	Herefordshire Council will further develop the provision of accommodation for families staying in Temporary Accommodation (TA) to include better cooking, laundry, and facilities for families to be better able to cope with living in emergency accommodation.			

	<p><b>35</b> Herefordshire Council will develop an improved offer for families in TA by making best use of accommodation from the Private Rental Sector as TA provision whilst a permanent home can be found.</p>			
	<p><b>36</b> Herefordshire Council will continue to collaborate with Registered Provider organisations to expand and develop the portfolio of registered provider sector tenancies in Herefordshire through newbuild or property purchase. This will include making available properties to individuals with a history of homelessness.</p>			
<p><b>Make Best Use of Funding</b></p>	<p><b>37</b> That core grant funding is used to make the staff posts funded by Rough Sleeper Prevention and Recovery Grant permanent, (Rough Sleeper Outreach Team, White Cross Road hub staff and Early Intervention Posts.) This will assist with staff retention, development and training.</p>			
<p><b>Make Best Use of Funding</b></p>	<p><b>38</b> Herefordshire Council explore options to make better use of its discretionary powers and working across the Community Voluntary Faith Sector to provide support to households with no recourse to public funds or with non-pre-settled status. It should develop a system whereby this can be monitored to further inform the provision of accommodation.</p>			

39	<p>Herefordshire Council will identify and make use of relevant funding options to support households in need of financial assistance to either secure accommodation or to stay in their existing accommodation. It should develop a system to monitor this to further inform the provision of accommodation. This will include making use of client personal budgets, goodwill payment and rent in advance.</p>			
40	<p>Herefordshire Council will maximise opportunities for revenue reclaim, through Housing Benefit, and to offset costs associated with the provision of temporary accommodation in every case. It should develop a system to monitor this.</p>			
41	<p>All three levels of the Herefordshire BRAVE partnership should continue to identify and apply for funding opportunities that deliver its strategic aims to make rough sleeping rare, brief, and non-recurring. This will include bids to capital and revenue grant funding.</p>			

	<p><b>42</b> Herefordshire Council will continue to seek out and secure external funding to deliver home energy improvement schemes for communities in Herefordshire. Linked to this is grant funding programs to deliver easy to access and use funding programs to reduce fuel poverty related issues that impact upon household budgets, which leads to homelessness.</p>			
--	--	--	--	--