

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 Complex Lives strategy. This Strategy should include consideration of childhood early indicators of homelessness.				
	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 to reduce risk.				

	3	Herefordshire Safeguarding Adults Board will review the deaths of people, who are known to have had a history of homelessness in Herefordshire, to identify if there is any learning or best practice to be identified and shared across the Safeguarding partnership in Herefordshire. This is in addition to cases that meet the requirements for a statutory Safeguarding Adults review.				
	4	Continue to support the Talk Community Early Intervention Service and 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 people experiencing complex lives escalating to crisis point. This will be added as a specific page of resources to the Talk Community Website.				
	5	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.				

	6	Continuously review operational structures to ensure they remain fit for purpose and deliver the best services for the communities of Herefordshire. For Herefordshire Council this will 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.				
	7	Promote the use of the national 'Street Link' ¹ as a single resource for the public and partners to report potential instances of people sleeping rough. We will do this by updating our literature and media resources to signpost everyone to the Streetlink website.				
	8	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.				

¹ [StreetLink - Connecting people sleeping rough to local services](#)

	9	Using the 'WellSpace Guide ² ' as a model, develop an Experts by Experience Network to assist with the ongoing development and management of homelessness prevention work streams.				
	10	Work with experts by experience to develop and publish an accessible directory of housing options and support for households.				
	11	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				
	12	Coordinate and facilitate a Homeless Health Needs Audit during the life cycle of this strategy.				
	13	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.				

² [flic_wellspacehowtoguide_may2022-compressed.pdf](#)

	14	Work in partnership to identify how Herefordshire can increase capacity to meet the needs of people affected by poor mental health within 24 hours for individual's assessed as having a chronic support need.				
	15	Work in partnership to identify how we 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.				
	16	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.				
	17	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>18 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. We will do this by promoting and accessing training opportunities and practice exchange events. 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>Strengthen out Partnerships</p>	<p>19 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. This could be delivered through a quarterly newsletter prepared by the Reviews and Complaints Officer within Housing Solutions Team.</p>				

	20	<p>Herefordshire Council will work with Commissioning Services to promote commissioned floating support services that support people in need of housing support. through Herefordshire Housing Related Floating Support Service & Mediation Connexus</p> <p>and</p> <p>Floating support service available in Herefordshire - The Stonewater Customer hubb</p>				
	21	<p>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>				
	22	<p>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	23	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.				
	24	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.				
	25	Herefordshire’s BRAVE partnership will develop a shared data management system for case notes. The first step in achieving this will be to establish what systems could work, how it could be implemented and who would control the data.				
	26	Herefordshire’s BRAVE partnership will expand Data Sharing Agreements to include new partners.				
Improve our Accommo	27	Herefordshire Council to continue to collaborate with partner agencies within the Criminal Justice System to deliver a CAS3 accommodation offer for the County.				

	<p>28 Herefordshire Council will refresh the Housing Market Areas Needs Assessment to ensure that needs data is up to date, Complimentary to this the Council will work with Commissioning colleagues and Housing LIN to better understand the forecast need for supported accommodation and accommodation with care in Herefordshire</p>				
	<p>29 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.</p>				
	<p>30 Herefordshire Council Strategic Housing Team will apply for funding through the Councils capital program and Homes England to develop a range of accommodation options suitable to meet the needs of our most vulnerable communities.</p>				

	<p>31 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. This will feed into our wider understanding of specialist and supported housing need across the county.</p>				
	<p>32 Herefordshire BRAVE partnership will undertake the development of a Primary Care health option for the medical treatment of individuals in the homeless pathway.</p>				
	<p>33 Herefordshire Council to continue to collaborate with Private Landlords to expand and develop the portfolio of private rented sector tenancies in the county.</p>				
	<p>34 Herefordshire Council will further develop the provision of accommodation for families staying in Temporary Accommodation (TA) and deliver the Families in TA Bed and Breakfast Reduction Plan</p>				

	35	Herefordshire Council will continue to collaborate with Registered Provider organisations to expand and develop the portfolio of in Herefordshire through newbuild or property purchase. This will include making available properties to individuals with a history of homelessness via the Housing Register				
	36	Work with colleagues in children's social care to further develop our accommodation offer for young people and care leavers at risk of homelessness.				
Make Best Use of Funding	37	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.				
	38	Herefordshire Council will identify and make use of relevant funding options including charities and the Crisis and Resilience Fund 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.				

	<p>39 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>				
	<p>40 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>41 Herefordshire Council will continue to seek out and secure external funding to deliver home energy improvement schemes for communities in Herefordshire, reducing fuel poverty related issues that impact upon household budgets, which leads to homelessness.</p>				
	<p>42 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>				

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