

Priority 1 To reduce rough sleeping					
Headline Indicator: Number of people rough sleeping					
Action	Outcome	Responsibility	Update	Timescale	Status
1 Promote street link to help identify those rough sleeping, including a digital video campaign www.streetlink.org.uk	Rough sleepers identified in real time and engaged with more quickly. Community made aware of services available to rough sleepers	Rough Sleeping Team Leader & (Public Protection)	Increased take up of streetlink and strong promotion via website and communications over the CV19 period as raised awareness of this – All SWEP and winter campaign promotes the use of streetlink	On-going Nov 19	Completed
2 Increase street outreach and develop a resettlement support service to provide on-going support to the most vulnerable	People get help quicker, before their problems escalate and creates an early warning service for those experiencing difficulties. Everyone will have a clear personal housing plan	Property and Support Manager	The rough sleeper outreach team are now all permanent posts. We have achieved RSI 1,2,3 bid funding and this year RSI4 for 3 years funding. As well as revenue support funding through NSAP and RSAP	April 22	Completed
3 Work with our partners to increase access to health services and support rough sleepers to access those health services including GP referrals for mental health support. Potential creation of health drop in services. Ensuring that all rough sleepers will have the opportunity to access to health services	All rough sleepers will be provided with access to health care which will reduce the health risks of rough sleepers and improve health and well-being leading to increased resilience and ability to recover from rough sleeping	Public Health Consultant	Potential GP Salisbury, is exploring opportunities to join up health-related support/advice to this community and will meet with the RS operational group.	March 2024	Completed

<p>4 Develop appropriate person-centred support to address substance misuse as well as public health initiatives -e.g. smoking cessation, diet, exercise screening vaccinations etc</p>	<p>People are empowered to build their self-sufficiency and reduce their reliance on services Rough sleepers take up appropriate support packages to help improve their health</p>	<p>Public Health Consultant</p>	<p>Before Covid health trainers were attending the homeless hostels to provide training and support on health issues but this has been suspended during covid. We have been successful in a DOH bid to recruit a dedicated drug and alcohol worker specifically to pick up support needs of rough sleepers – to work on the streets</p>	<p>April 2022</p>	<p>Completed</p>
<p>5 Develop a co-ordinated approach to tackling street Anti Social Behaviour activity associated with rough sleeping, such as begging, street drinking and drug taking, supporting as required but as a last resort taking enforcement action against individuals or groups who persist in such behaviour.</p>	<p>Well co-ordinated interventions minimise the risk that a vulnerable person may disengage from existing support, as a result of enforcement action</p> <p>Reduction in concentrated anti-social behaviour on the streets which is often wrongly associated with rough sleeping</p>	<p>Public Health Director, Head of Housing and Wiltshire Police</p>	<p>A multi agency ASB task and finish group has been developed who are looking at the ASB across Wiltshire to come up with a plan on how these issues can be addressed</p> <p>Multi agency meetings are held to discuss and RS ASB which has been working well</p>	<p>June 2021</p>	<p>Completed On-Going</p>
<p>6 Produce wallet sized information leaflet for community and agencies giving advice on what to do if they meet rough sleepers</p>	<p>Agencies have better knowledge of what services are available and how to access them</p>	<p>Rough Sleeping Partnership</p>	<p>We have produced an A5 factsheet for rough sleepers with details of support available and explaining their options</p>	<p>Nov 2020</p>	<p>Completed</p>

7 Produce wallet sized information leaflet for rough sleepers on services available to them	Rough sleepers will have information on services and support directly available	Rough Sleeping Partnership	We have now produced a waterproof wallet sized leaflet for Rough Sleepers.	Nov 2019	Completed
8 Asset mapping to better understand community resources and build relationships	All those working together to prevent and address homelessness better able to coordinate activity and avoid duplication	Rough Sleeper Team Leader	Information starting to be collected, delayed due to covid. During Covid the Well Being Hub pulled together an internal community resource document. We will be looking to create a specific asset map for those rough sleeping	April 2023	Completed
9 Explore the potential to develop a Housing first model	Accommodation will be available in advance of support packages to enable support to be more effective	Property and Support Manager / Head of Housing People Services	We have now started the first Housing Led property with Aster housing. We have also converted 3 of our own properties into HMOs. We are starting with housing led, rather than housing first as we would require an intensive tenancy support officer for housing first – we are looking at this for RSI Year 4 Bid to develop this further into a Housing First Model.	April 2021	Completed
10 Review long term funding model for services currently utilising RSI funding	High priority services for rough sleeping to continue	Head of Housing People Services	Rough sleeper outreach team now made permanent, three HMOs now commissioned as well	April 2022	Completed

			as a property with Aster as a housing led model. Successful 3 year grant funding from 2022 - 2025 in co-production with MHCLG representatives.		
11 Develop an accommodation pathway for rough sleepers based on move on provision or shared accommodation across the county.	To provide an increase in accommodation options for rough sleepers to help them regain their independence and a suitable home.	Property and Support Manager	We have converted 3 x 3-bedroom houses into HMOs to provide step down accommodation for those who are ready for independent living with some additional support provided by a tenancy sustainment officer.	Dec 2021	Completed
12 To work with our supported housing providers on issues such as removing barriers to housing, such as debt, lack of engagement & tenancy management as well as being tenancy ready	Rough sleepers are able to move into their own home and be able to manage their home long term, ensuring a robust process to remove barriers for re housing and create positive move on plans	Rough Sleeping Team Leader	As part of the June 2022 housing re structure we have recruited a dedicated officer to work on contract management and is starting to build positive relations with our support providers to look to improve move on opportunities. We have been using homeless prevention funding to unlock some of the barriers	Dec 2023	Completed
13 Increase our help and support to help known prolific rough sleepers off the streets by tailoring our approach and fully engaging to make available the	Reduce rough sleeping and an improved offer for prolific rough sleepers	Head of Housing	CV19 "everyone in" was very successful at supporting entrenched rough sleepers off the streets and we are now	Feb 2021	Completed

<p>support they need. For those who do not want to accept our help we will work with the police and other agencies to manage these individuals.</p>	<p>Not accepting rough sleeping as a choice</p>		<p>working with the cohort remaining to find long term housing solutions tailored to their needs. 11 either refused offers or returned to the streets following serious ASB evictions. We carry on our dialogue with this cohort and do welfare checks to continue to support them to look for alternatives. We have also identified 15 RS who we work and update - government on a 2 weekly basis – Dedicated offender housing solution caseworker</p>		
<p>14 Deliver Severe Weather Emergency Provision (SWEP) in line with MHCLG guidelines</p>	<p>Ensure rough sleepers have accommodation during extreme cold weather, and that nobody will sleep out rough during these periods</p> <p>As well as extreme heat</p>	<p>Property and Support Manager</p>	<p>2020/21 SWEP has been very different this year, due to Covid19, We've been unable to use shared sleeping facilities at Unity House and Alabare We have worked alongside MHCLG to bid for Cold Weather/Protect Plus funding to place Rough Sleepers into self-contained B&B placements.</p>	<p>On Going</p>	<p>Completed</p>

15 Organise and report quarterly counts of rough sleepers as well as the annual rough sleepers count	Improve intelligence on known rough sleepers	Rough sleeper Team Leader and Property and Support Team Leader	We completed the official rough sleeper count in November 2020 – This was certificated by Homeless Link. We now report back to MHCLG weekly on current Rough Sleeper Numbers – This data is collected through the early morning outreach sessions.	On Going	Completed
16 To produce annual communication to the public late Autumn to confirm what they can do to assist Rough Sleepers	Prevent excessive collection of bedding and other items. Create targeted requests for public support Engage and strengthen the support provided by communities in Wiltshire to help rough sleepers	Rough Sleeping Team Leader	A number of communication campaigns have taken place to inform the Public on what they can do to support rough sleepers and the work we have been doing to support rough sleepers . We have reminded the public via social media on how to report rough sleepers via street link. Articles have also been posted in the local newspapers and a television report on BBC Points west was aired , where the RS Team Leader discussed the work we have done to support RS.	Oct 2021	On Going
17 To consider the long term use of The Haven (8 bed winter	Increase provision of move on or temporary accommodation,	Head of Housing – People Services	Secured for an additional 3 years 22 – 25 as well as an	July 2021	Completed

provision) and how this can be funded	ensuing it is provided in the right localities in Wiltshire		additional 10 bed in Trowbridge 'The Bridge'		
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Priority 2 To identify and prevent homelessness at the earliest possible stage					
Headline Indicator: Increase in homeless prevention and relief figures					
Action	Outcome	Responsibility	Update	Timescale	Status
1 Early identification of suitable private lets through improved workings with Local Landlords and letting agents	More private rented housing available to help people avoid homelessness	Private Rented Access Officer	During CV19 lockdown 2, estate and lettings agents remained open so we continued to work with them on both the Stonecircle work and private lets for tenants. During the last 6 months we have secured 27 properties for individuals through Wiltslet. Stonecircle properties are now also coming through and we have now recruited an 18.5 hr officer for a 6 month period to lead on the management of the Stone Circle properties as they increase. To date, all Stonecircle properties have been let within 5 working days of being ready for letting.	Dec 2019 Work continues – On going	Completed

<p>2 Provide coordinated financial skills and financial advice and debt advice services, with a focus on up skilling single young people in budgeting and maximising income following sign up to a Wiltshire Council property</p>	<p>Young people taking a tenancy will have received advice on maximising their income and advice in managing their finances</p>	<p>Housing Income Manager / Housing Solutions Manager</p>	<p>Wiltshire Council have now launched a tenancy ready training module with a focus on young people and care leavers to ensure they have the skills to be able to manage a tenancy</p>	<p>Dec 2020</p>	<p>Completed</p>
<p>3 Promote affordable savings and low cost finance by promoting the credit union</p>	<p>Customers will be able to draw upon affordable loan arrangements to help at times of crisis or financial difficulty as well as people being encouraged to save to provide the up-front costs they face to avoid homelessness or have access to low cost finance</p>	<p>Housing Income Manager</p>	<p>Meetings have taken place with the credit union to enable them to manage a loan facility for our clients but it worked out to be very expensive so it was decided we would not proceed with this option</p>	<p>June 2020</p>	<p>Completed</p>
<p>4 Provide tailored support to prevent homelessness and sustain accommodation, including joint working with the Children Services FACT project and Council tax and benefit services to ensure services are designed around the needs of families</p>	<p>Multi agency pathway models will be established, so that those threatened with homelessness will receive a one council service to meet their needs</p>	<p>Housing Solutions Manager/ Julian House / Director of Adult Care/ Director of Children Services</p>	<p>Staff within Housing Options have been working with FACT to look at impacts on families and how we can improve the service that they receive. Hospital discharge has been developed during CV19 and now works well Young Persons Protocol and now a bespoke care leavers one being developed</p>	<p>December 2023</p>	<p>Completed – on going</p>

<p>5 Review and improve our webpages to ensure effective on-line advice is provided</p>	<p>Create independence for applicants to try and resolve problems at an early opportunity by accessing help at the right time</p>	<p>Housing Solution Manager and Housing Solution Team Leaders</p>	<p>Webpages are subject to constant review and when the Council launched its new version website, we used this as an opportunity to update pages. Information relating to CV19 legislation is now available and we are using it with s21 notices to support landlords to understand the new legislation. With staff, we are also working to encourage clients to use the website and empower themselves rather than being reliant on the officers to provide them with all the information.</p>	<p>Dec 2023</p>	<p>Completed – On going</p>
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Priority 3 To ensure services are designed to prevent homelessness or support those who are homeless					
Headline Indicator: Reduction in statutory homeless decisions and increase in preventions					
Action	Outcome	Responsibility	Update	Timescale	Status
1 Improve the identification of the needs of vulnerable people through a personalised multi agency approach, embedding homeless prevention into the work plans of social care, health, criminal justice and housing partners	Assessment of vulnerable adults would be improved, particularly those with complex needs. Creating a secure passage for homeless people following hospital or prison discharge	Head of Housing / Housing Solutions Manager		April 2021 – On Going	Completed
2 Research to better understand customer journey to inform service design	Services will be designed around customers' needs	Head of Housing	Re design completed, staff fully consulted and new structure developed and implemented	April 2022	Completed
3 Create new protocols with housing providers to ensure referrals are made at an early stage for those at risk of homelessness	Those threatened with homelessness are identified and helped at the earliest opportunity	Housing Solutions Manager	An existing statutory pre-action protocol already exists but we have also worked with providers in Wiltshire to create a personalised protocol for Wiltshire to ensure that they are referring on cases to us at the appropriate time, referring them in a consistent way and involving us if our intervention could	April 2020	On going

			prove useful to resolving the situation. This is working well.		
4 Refresh hospital discharge procedures to ensure early identification of housing need upon admission	Nobody is made homeless when discharged from hospital	Housing Solutions Manager / Housing Solution Team Leader Head of Housing – Hospitals ASC	Good relationship with RUH due to homelessness discharge team but less effective at SDH so training rolled out in late 2020 to their discharge team to explain about the Duty to Refer which has seen improvements. Our complex needs navigator, whose contract is now extended to March 2022 is useful link. Ongoing concerns about Mental Health discharges at short notice and very little pre-planning and rarely a duty to refer. Staff churn within Fountains Way and Green Lane makes training difficult	May 2020	On Going
5 Adopt a more collaborative approach to ensure agencies are able to provide effective information on prevention services and adhere to the new duty to refer those who may be at risk of homelessness	Early intervention and prevention of homelessness, to ensure that households threatened with homelessness are referred by agencies as soon as possible.	Housing Options Team Leader	Officers have worked with other agencies – most noticeably Probation and prisons this last half year - on ensuring the Duty to Refer is made at the appropriate time. We are now also working with internal colleagues – ASC	Oct 2019	Completed

			and CSC to ensure they take the appropriate referral process rather than simply emailing an officer they know – we are trying to make this more formalised to ensure fair work distribution and monitoring referrals.		
6 Work closely with partners in the criminal justice sector through Multi agency risk assessment conference (MARAC), and Multi agency public protection arrangement (MAPPA), Through the Gate, Integrated Offender Management (IOM) and National Probation Service to provide appropriate support	Those people who are supported by the criminal justice system are adequately assessed and helped into an appropriate home	Housing Solution Manager and Housing Solution Team Leaders	Housing Options always attend MARAC and MAPPA meetings. Our Offender Housing Adviser – funded jointly by CRC and OPCC - is proving very successful at improving the opportunities for those leaving prison to have a housing pathway that is sustainable and prevent NFA on release. We are also meeting weekly for HPT funding cases and positive joint working has helped ease the pressure of prison releases. Still some late DTR discharges but improving. We also have an Offender Navigator to help ensure that we can work holistically to deal with the issues of being released without	April 2020	On Going

			access to benefits and resources.		
7 To develop an on-line directory of services and easy to understand pathways to ensure all agencies that may come into contact with an individual who is at risk of homelessness are able to signpost confidently and effectively to prevent homelessness occurring	Homeless or those threatened with homelessness are helped to find the most appropriate and best advice and support as soon as possible and receive consistent and constant support.	Housing Solution Manager and Housing Solution Team Leaders	<p>Delay due to CV19 but work is ongoing on ensuring our web pages are fit for purpose and user friendly at helping support the prevention agenda and provide signposting to empower individuals to take responsibility for resolving their situation.</p> <p>Will develop on the work done during CV19 by the wellbeing hub to document support services offered across Wiltshire</p>	May 2023	Started
8 To deliver a multi agency approach to safeguarding vulnerable households who approach as homeless	Maintain and improve the safety of vulnerable clients	Housing Solution Team Leaders	All staff are trained in safeguarding as part of their induction to the Team and have regular updates. Sue Cox has been appointed to lead the service on safeguarding matters and staff regularly refer to MASH or Advice & Contact for escalation of support for households. Officers and managers take part in regular safeguarding meetings where housing is identified as relevant. We	April 2021	On Going

			are working to embed safeguarding at the heart of the work undertaken but for also other agencies to understand that housing is not always the solution.		
9 To agree a referral process to Wiltshire' Fire Service for a safe and well check when any client is referred to temporary or supported accommodation	Improve customer safety	Housing Solution Manager / Wiltshire fire and Rescue	Referral pathway agreed and strengthened through our work with Afghan and Ukraine accommodation visits	April 2022	On Going
10 To introduce a form of mystery shopping to better understand the experiences of customers who approach for housing assistance	Improved learning and better understanding of customer experience and service quality improved	Housing Solutions Manager	Delayed due to CV19 Re Structure now implemented and being embedded. We will look to commence some mystery shopping in 2023	July 2023	Completed
11.To seek a peer review of services and consider applying for NHAS gold standard	Delivery of best possible service for customer who are homeless or threatened with homelessness.	Homeless Solution Manager and Head of Housing	Delayed due to Covid, re structure and increasing service demand. Restructure needs to be embedded before we consider this. Peer Review carried out by DHLUC in May 23	May 2023	Completed

Priority 4 To ensure those who are threatened with homelessness or who are homeless can secure and keep a suitable home

Headline Indicator: Increase in affordable homes across Wiltshire

Action	Outcome	Responsibility	Update	Timescale	Status
1 Increasing supply of sub market private rented housing via the Council's local housing company and local development company	More affordable private rented sector properties available for homeless households with better support arrangements for homeless	Director of Housing	LHC approved at cabinet Jan 19 – Stone Circle now delivering properties and nominations of homeless families being taken	April 2021	On Going
2 Explore options with local lettings agency to advertise private rented sector property via Home4wilt	Cost effective solution for small landlords to let their properties through the Council	Housing Solution Manager / Property and Support Manager	Following discussions with local lettings agents this was not something they wished to take up – demand for private lets is extremely high and they already get a very high take up without needing to use additional adverts	April 2021	Completed
3 Maximise opportunities on the delivery of affordable housing through planning opportunities	Increase the number of new affordable homes delivered across Wiltshire in line with Core Strategy targets	Service Development and Enabling Manager / Housing Assets Manager	Currently on course to achieve Core Strategy targets for 2019/20.	April 2021	On Going

4 Identify the incentives that agents and landlords will require to offer homes to households who are threatened with homelessness	More households threatened with homelessness are able to secure a home in the private rented sector.	Accommodation Options Officer and Homeless Prevention and Advice Manager	Limited due to the legislative changes brought about by the Tenant Fees Act but we are able to offer incentives on top of this and have done so on a case by case basis.	May 2020	Completed
5 Provide move on accommodation from emergency accommodation using a 3 bed property owned by Wiltshire Council	More move on accommodation for people who had been rough sleeping	Head of Operational Housing	We now have three available HMOs used as both temporary and move on accommodation	July 2020	Completed
6 Develop the temporary accommodation offer by reviewing the Council's leased accommodation	Best possible temporary accommodation provided for households who are homeless.	Head of Operational Housing and Homeless Prevention and Advice Manager	Due to CV19	June 2022	Completed – On Going
7 Review the shared care leaver accommodation pilot and determine need to expand with other providers by developing an appropriate framework for this service	Achieve positive outcomes for young care leavers and improve move on into independent accommodation Increase the range of suitable housing for care leavers who may have been homeless.	Head of Operational Housing	A review with CSC took place and it was agreed that this type of accommodation is not what is needed – need to look at self contained trainer flats as an alternative option	Oct 2020	Completed

8 Review the use and access to discretionary housing payments to ensure these are able to be quickly deployed and support homeless prevention and the duties contained in the homeless reduction act	<p>Maximise the use of DHP to help prevent homelessness</p> <p>Maximise customers income to help them avoid homelessness</p>	Private rented access officer and Head of Housing Benefit	R&B have now changed the DHP policy and criteria to allow for RIA, Deposits and removals to be included as eligible costs and we are monitoring the update of this with clients.	April 2020	Completed
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Priority 5 To maintain effective strategic direction and partnership working					
Headline Indicator: Homeless forum meetings					
Action	Outcome	Responsibility	Update	Timescale	Status
1 Establish multi-agency forum to manage strategy action plan delivery	<p>Effective multi-agency forum to hold each other to account in the delivery of the homeless strategy and action plan</p> <p>All organisations in Wiltshire working to address homelessness supporting and delivering the homeless prevention strategy</p>	Head of Housing	First meeting due to take place in August 2020	Aug 2020	Completed
2 Provision of training for volunteer organisations	Free training packages for voluntary organisations that provide services to people who are threatened with homelessness or who are homeless.	Housing Solution Team Leaders	Training is currently delivered on an ad hoc basis to organisations either who ask for support or we identify	May 2020 – On going	Completed

	Voluntary organisations are able to expand the services they provide to homeless customers in a safe way.		would benefit from it (often due to misunderstandings) We would welcome any organisation coming forward and asking for training and working with us to improve understanding and can tailor training to meet their needs.		
3 Support for external funding bids to deliver the strategy	External charitable funding secured for services provided by voluntary organisations, ensuring that services are maintained or expanded.	Housing Solutions Manager	We have provided support for local charities to secure funding through recent rough sleeper bids (Homeless Link CV19 Response Fund 2 rounds) and have signposted them to opportunities where appropriate.	April 2020	Completed and on going
4 Making sure there is an agreed approach to assessing housing needs and homelessness with Children Services and Adult Social Care	To ensure where no housing duty is owed that applicants are dealt with under social services legislation supported by housing.	Head of Housing	Written protocol has been agreed and training carried out	June 2021	Completed
5 Continue to monitor, review and provide joint training where necessary on the 16/17 joint protocol	Improved joint working and positive experience for 16/17 year olds	Housing Solutions Manager and Head of Housing	New protocol now finalised and front line training carried out – Hos from CIC and Housing meet Qtrly	June 2021	Completed

between housing and children services			and review. 2022 we are now drafting a separate care leavers protocol. Together with the new protocol, we have created a new leaflet to assist a young person through the homelessness process and prompts for both Housing and Social Care staff on what should be considered in a single assessment meeting to ensure a consistency of delivery.		
6 Promote more joined up working with health, prison and probation services to prevent homelessness on discharge or release	Reduce approaches following an unplanned discharge from prisons, approved premises and hospitals	Housing Options Team Leader	Currently very good relationship with prison and probation services due to the recruitment of the Offender Housing Adviser and Offender Navigator. Work with hospitals taken place and improving on DTR.	June 2020	Completed and On going
7 In light of the Army Rebasing 2020 scheme, establish a multi agency partnership in the South with the MOD	To enhance the housing support offered to those leaving the armed forces	Housing Solutions Team Leader	Whilst already having a good relationship with the MOD and DIO, we are not receiving regular duty to refers and early warning of discharges and this is	June 2020	Completed On going

			something we want to work with. Agreed referral process now in place with DTR training		
8 Establish regional homeless service best practice group with Neighbouring local authorities	Shared good practice	Head of Housing	Delayed due to CV19 / re structure and high demands	Oct 2023	Work not yet commenced

ⁱ 'Through the Gate' services are resettlement services for offenders who have served sentences of 12 months or more