

Rapid Re-Housing Action Plan 2022 - 2027

Priority One: Prevent homelessness at the earliest opportunity				
Action required to deliver the priority		Lead Person	Timescales / By When	Outcome/Outputs
1.1	To review and evaluate existing staff structures of teams delivering homeless services to ensure they continue to provide sufficient capacity and continue to be fit for purpose.	Housing & Communities Manager and Flexible Funding Strategic Manager	31/03/23	To support staff, maximise capacity, particularly in respect of homeless prevention, to improve efficiency and maximise flexibility.
1.2	To identify how to increase the number of households accessing the service at an earlier stage thereby reducing the number of households presenting in a crisis through working with partner agencies and establishing 'early warning' triggers.	Strategy & Policy Officer - Homelessness	On-going to 31/03/26	To move to a more proactive service rather than a reactive service and reducing the number of people presenting in crisis. To distinguish between primary prevention, secondary prevention and tertiary prevention.
1.3	To review homelessness services information to ensure there is clear and easily accessible information to help prevent homelessness at the earliest possible stage.	Homeless Project Officer	31/03/23	Increase awareness of housing options and accessibility of information. Updated web pages Establish bespoke information eg young people, domestic abuse, Ukrainians
1.4	To work alongside colleagues to promote services available to those who are at risk of homelessness through the Council's 'Money Matters' Tackling Poverty Campaign.	Strategic Homeless Transformation Co-Ordinator	31/03/23	To provide a planned approach to homelessness prevention and housing options.
1.5	To continue to invest to deliver upstream homelessness prevention in places of education including wider family networks	Head of Economy, Employment & Skills	Ongoing to 31/03/2026	To reduce causes of homelessness for the future by increasing awareness of housing options and accessibility of information. And to have clear housing pathways in place.

1.6	To make better use of information technology to capture and analyse data for the purpose of identifying opportunities, sharing data and planning.	Housing & Communities Manager & Flexible Funding Strategic Manager	31/03/23	To appoint a Systems Administration & Performance Officer Full utilisation of the functionality of Locata to improve efficiency and generate regular monitoring reports. Acquire and develop a rents system for Monmouthshire Lettings To evolve services to ensure it is structured to meet the needs of those that are threatened with homelessness eg use of TEAMS; Texting etc
1.7	Implement a system review of homelessness and prevention procedures	Housing Options Team Manager & Housing Support Commissioning & Operations Manager		To reduce/eliminate less efficient practice to identify opportunities to create additional capacity(to particularly re-invest into homeless case management and prevention) and improve outcomes for service users.
1.8	Develop a Youth Homeless Action Plan to ensure that young people's specific needs are addressed	Head of Economy, Employment & Skills Housing & Communities Manager Flexible Funding Strategic Manager	31/03/23	To evolve services to ensure it is structured to meet the needs of young people threatened with and actual homeless.
1.9	To implement a suite of 'early warning' triggers to identify those at potential risk of homelessness,	Housing Options Team Manager	31/03/27	To prevent homelessness before it arises To identify new partner agencies and locality settings to implement eg in Health or voluntary sector settings
1.10	Evaluate the effectiveness and cost efficiency of using data analytics for the prevention of homelessness.	Strategic Homeless Transformation Officer	31/03/24	Consider benefits of further early identification of homelessness opportunities. Determine cost benefits

1.11	Undertake exercise to acquire service user feedback about homeless service	Strategic Homeless Transformation Officer & Housing Options Team Manager		Understand service delivery from a service user perspective with a view to identifying potential opportunities for improvement
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Priority Two: Increase access to and the supply of affordable and settled accommodation

Action required to deliver the priority		Lead Person	Timescales / By When	Outcome/Outputs
2.1	To explicitly reduce the use of B & B	Housing Options Team Manager	Ongoing to 31/03/26	Target 10% by April 2023 from benchmark of 86 on 1 st December 2022. April 2023 onwards, target to be reviewed
2.2	To maximise the availability of permanent social housing for homeless move on through Monmouthshire Homesearch	Strategy & Policy Officer – Affordable Housing	Ongoing to 31/03/26	
2.3	To seek to expand the existing Housing First service to meet unmet demand.	Housing Support Commissioning & Operations Manager	Ongoing to 31/03/26	To improve people's journey into permanent suitable accommodation
2.4	To establish dedicated Young Persons temporary accommodation supported by young persons floating support.	Housing Options Team Manager & Housing Support Commissioning & Operations Manager	31/12/2022	To improve a young person's journey into permanent suitable accommodation
2.5	To review and evaluate the newly re-modelled Young Persons accommodation in relation to outcomes achieved for those with low to high needs and consider whether there is a need for Young Persons Housing First model.	Housing Support Commissioning & Operations Manager	31/03/2023	To improve a young persons journey into permanent suitable housing

2.6	Through a multi-agency approach, increase the supply of accommodation in the County for people with complex needs around substance misuse and mental health.	Strategy & Policy Officer – Affordable Housing & Flexible Funding Strategic Manager	31/03/23	Collaboration with Social Care and Health. Identify revenue funding to establish multiple needs supported housing north and south
2.7	For the Council to develop a procedure to directly acquire and purchase accommodation.	Strategy & Policy Officer – Affordable Housing & Development Manager	31/03/23	To increase the supply of temporary homeless accommodation To maximise the development of new affordable housing To make full use of available capital funding eg Social Housing Grant, Transitional Accommodation Capital Grant, Housing with Care Grant etc
2.8	To identify an accommodation management agent to facilitate the Council to purchase and acquire accommodation	Housing & Communities Manager Strategy & Policy Officer – Affordable Housing	31/03/23	To facilitate the provision of additional temporary accommodation and overcome DWP Housing Benefit regulations that prevents the Council from managing owned self-contained accommodation directly.
2.9	For the Council to bring empty properties back into use, including targeting town centre opportunities (eg space above shops) and wherever possible look to align with Rapid Re-Housing purposes	Strategy & Policy Officer - Homelessness	On-going until 31/03/26	To increase the supply of homeless accommodation To provide additional private sector accommodation Where possible align with funding opportunities such as Social Housing Grant or Transitional Accommodation Capital funding
2.10	For the Council to identify opportunities to re-purpose existing MCC accommodation, non-accommodation assets for homeless purposes and land, including car parks.	Strategy & Policy Officer – Affordable Housing & Development Manager	On-going until 31/03/26	To increase the supply of homeless accommodation

2.11	To identify potential opportunities re-designate existing social housing	Monmouthshire Housing Association, Pobl & Melin Homes	On-going until 31/03/26	To increase the supply of social housing for homeless people and/or single people
2.12	To consider Modern Methods of Construction as an opportunity to increase the availability of both permanent and temporary accommodation	Strategy & Policy Officer - Affordable Housing & Development Manager	31/03/27	To increase accommodation supply, particularly for single people
2.13	Undertake an options appraisal for the future use of the former emergency family hostel	Strategy & Policy Officer - Homelessness	30/09/23	To determine the most appropriate option eg dispose; retain and convert as accommodation for a large family; retain and convert into flats
2.14	To review the Homesearch exclusion policy	Strategy & Policy Officer – Affordable Housing	31/03/25	To ensure the exclusion policy doesn't act as a barrier to moving on and to minimise delays by ensuring that exclusion procedures do not result in unnecessary time in temporary accommodation
2.15	To establish a mechanism to fund and provide essential furniture to facilitate move on to settled accommodation.	Homeless Project Officer		To ensure the possible lack of furniture for an applicant does not result in a delay in moving on to settled accommodation. Engage with DWP in respect of DAF procedures.
2.16	To continue to co-ordinate a newly established Strategic Housing Forum with housing association partners to help identify opportunities to develop new affordable housing.	Housing Communities Manager	On-going to 31/03/27	To maximise the number of affordable homes built and Social Housing Grant spend. To identify more partnership opportunities Implement collective approaches to tackling barriers
2.17	To consider innovative opportunities to utilise S106 affordable housing contributions to create additional affordable housing	Strategy & Policy Officer - Homelessness	Ongoing to 31/03/26	To provide additional homeless accommodation facilitated by making use of S106 contributions as an additional resource.
2.18	Identify opportunities to extend existing social housing or convert loft space.(Idea)	Pobl, Monmouthshire Housing & Melin	31.03.27	To reduce the need for larger families to transfer to larger properties

2.19	To liaise with Homesearch partners in respect of quotas for the allocation of social housing to homeless households to maximise number of social housing vacancies being allocated to homeless households, whilst recognising other housing needs eg medical, transfers etc	Strategy & Policy Officer – Affordable Housing & Pobl, Monmouthshire Housing & Melin	01.10.22	To reduce the use of B & B To minimise the time people spend in temporary accommodation
2.20	To continue to develop Monmouthshire Lettings, including promoting 'long leases' as per the Welsh Leasing Scheme to identify opportunities to improve the service and encourage further private landlords to make available their properties to the Council.	MLS Negotiator	On-going to 31/03/26	Target – 10% increase in MLS accommodation. 1st December benchmark x units Participate in the Wales Leasing Scheme Regularly market and promote MLS ensuring brand recognition and MLS is visible Develop new landlord incentives MLS service to include empty properties and loans
2.21	Investigate supported lodging and seeking to match people under-occupying properties with people in housing need and consider the learning from the previous Supporting Lodging scheme with Llamau.	Strategic Homeless Transformation Co-Ordinator & Housing Support Development & Operations Manager	31/03/24	Establish an additional housing option
2.22	Engage with hosts and landlords who participated in Homes 4 Ukraine to identify possible opportunities for providing homeless accommodation	Snr Accommodation Officer & Monmouthshire Lettings Negotiator	31/03/26	Additional homeless accommodation utilising hosting/lodging arrangements
2.23	Consider participation in the HMPS Community Accommodation Service 3 (CAS3) initiative.	Strategy & Policy Officer – Affordable Housing	31/12/22	Temporary accommodation for those leaving prison
2.24	To work with Homesearch partners to implement actions to make the 'best use' and maximise occupancy of social housing the stock to facilitate more people to move-on from temporary accommodation	Affordable Housing Strategy Officer – Affordable Housing	On-going to 31/03/26	To provide more options for those who are at risk of homelessness

				<p>Target households/transfer applicants occupying overcrowded one bedroom accommodation to facilitate one bedroomed vacancies</p> <p>Utilise existing housing stock for shared accommodation</p> <p>Re-designation of existing accommodation</p> <p>Possible loft conversions and extensions</p>
2.25	To consider and evaluate the potential for using the housing co-operative model as an additional vehicle for the provision of affordable housing.	Strategy & Policy Officer – Affordable Housing	31/03/24	Maximise options for affordable housing delivery
2.26	To establish self-contained emergency family accommodation in the North of the County	Strategy & Policy Officer – Affordable Housing	31/03/24	<p>To improve dedicated provision for families that meet WG accommodation standards</p> <p>Minimise the need to displace families from their home communities</p>

Priority Three: Provide timely and effective support to sustain accommodation

	Action required to deliver the priority	Lead Person	Timescales / By When	Outcome/Outputs
3.1	<p>To review, evaluate and recommission the Housing Support Grant programme by April 2023. To include:</p> <ul style="list-style-type: none"> • Place Based Support • Young Persons in Temporary Accommodation • Temporary Accommodation & Re-Settlement • Assertive Outreach • Housing First 	Flexible Funding Strategic Manager & Housing Support Development & Operations Manager	31/03/23	To ensure the programme and services meets the needs and demands of the most vulnerable members of our community, whilst ensuring homelessness and Rapid Rehousing is prioritised.
3.2	Review and remodel the provision of specialist young persons support.	Housing Support Commissioning & Operational Manager	01/10/22	Increased housing specialist support capacity for young people.

3.3	<p>To seek to identify funds and invest in resources to engage directly with households considered high support need groups such as:</p> <ul style="list-style-type: none"> ○ Mental Health. ○ Young Persons. ○ Substance misuse 	<p><i>Housing & Communities Manager & Flexible Funding Strategic Manager</i></p>	<p>On-going to 13/03/2026</p>	<p>To mitigate against unsuitable placements and minimise placement break-down</p>
3.4	<p>Update Housing Support assessment and monitoring procedures to ensure support mapping can be undertaken on an on-going basis.</p>	<p>Housing Support Development & Operations Manager</p>	<p>01/10/22</p>	<p>Maintain an up to date overview of support needs to inform on-going planning and commissioning.</p>
3.5	<p>To seek to engage with Welsh Government and other partners to identify additional resources to increase the capacity of the housing support programme and support availability to meet local need.</p>	<p>Flexible Funding Strategic Manager</p>	<p>On-going to 31/03/26</p>	<p>Ability to meet the need identified in the Statement of Need.</p> <p>Collaborative partnerships facilitating blended funding packages</p>
3.6	<p>To seek to establish links with local voluntary organisations and local churches/faith groups to develop new services</p>	<p>Housing & Communities Manager</p>	<p>Ongoing to 31/03/26</p>	<p>To provide additional private sector accommodation</p>
3.7	<p>Seek to engage with Social Care to improve services for those who are neurodiverse</p>	<p>Strategy & Policy Officer – Affordable Housing & Flexible Funding Strategic Manager</p>	<p>31/03/2023</p>	<p>Homeless services that meet peoples needs which helps to improve homeless prevention and reduce placement failure.</p> <p>To be factored into Rapid Rehousing Transition Plan development</p>

Priority 4 - Maximising resources and benefits through well connected partnerships

Action required to deliver the priority		Lead Person	Timescale s/ By When	Outcome/Outputs
4.1	Co-Ordinate quarterly meetings of the Rapid Rehousing Steering Group to monitor and implement this Plan	Strategic Homeless Transformation Co-Ordinator	Ongoing to 31/03/26	To implement and monitor the delivery of the Rapid Rehousing Transition Plan
4.2	Co-Ordinate the Strategic Housing Partnership to increase opportunities that support and contribute to the delivery of additional affordable housing and the priorities of this Plan.	Chief Officer – Communities & Place	Ongoing to 31/03/26	Increasing opportunities to facilitate and develop additional homeless accommodation
4.3	To develop mechanisms to improve homeless related communication and awareness of resources and services, particularly targeting agencies and services, including voluntary sector agencies, that provide homeless related support.	Strategic Homeless Transformation Co-Ordinator Housing Options Team Manager	Ongoing to 31/03/26	Improved 'whole system' delivery
4.4	Engage with Welsh Government and the Welsh Local Government Association in respect of future funding arrangements to align with homeless need in Monmouthshire	Housing & Communities Manager	Ongoing to 31/03/26	To address funding pressures and unmet need
4.5	Participate in the Gwent Health, Social Care & Housing partnership, which has adopted Rapid Re-Housing as a priority.	Housing & Communities Manager	31/03/24	Address the need identified in the Statement of Need. Identify potential partnership and regional opportunities
4.6	Utilise the Housing Support Grant Provider Forum to raise awareness of issues, share information and identify opportunities and for Rapid Re-Housing to be a standard agenda item.	Housing Support Development & Operations Manager	Ongoing to 31/03/26	To enable partners to work together successfully e.g. information sharing, referral mechanisms