

Strategic Aim 1

Ref	Objectives	Baseline position	Lead	target	Target/d ate	Priority	Status	Update/Comments (Please initial & date for tracking)
1.0	To Reduce Rough Sleeping by 50% by 2020 and eliminating rough sleeping by 2027	29 rough sleeper count (2017)		29 rough sleeper count	0 by 2027 (MHCLG)			
1.1	Retain Making Every Adult Matter (MEAM) to work with complex / entrenched rough sleepers (links to strategic aim 4)							
1.2	Successful Early Intervention and Prevention tender and retain outreach services							
1.3	Embed Housing First model and ensure that all partners (housing, offender services, mental health services and substance misuse services) are committed to model and provide appropriate support for individuals (links to strategic aim 5)							
1.4	Embed Housing First model and ensure that all partners (housing, offender services, mental health services and substance misuse services) are committed to model and provide appropriate funding for individuals (links to strategic aim 5)							

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1.5	Housing First – evaluate York model and adapt / expand accommodation resources according to outcome (including private rented sector) (links to strategic aim 3)							
1.6	To ensure adequate emergency beds are available in the city to meet demand, through existing resources and Innovation Bid (2018)							
1.7	Evaluate and if successful, secure refunding for Next Steps Project							
1.8								
1.9	Review current support housing - curfews, restrictions, length of time in services (consistency and barriers)							
1.10	Research and evaluate, and if viable establish a spare bed register (short term)							

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1.11	Explore opportunities to use of empty properties/university rooms as short term accommodation								
1.12	Review the local connection for rough sleeper (part of CYC allocation policy consultation).								
1.13	To develop a system of fundraising and distribution for homeless as a tool to discourage individual donations / begging								
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2.1	To prevent Homelessness by improving the information and services that we provide	752 preventions in 2016/17		To increase homeless preventions in accordance with Homeless Reduction Act 2017 to 900 by 2023	2023				

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2.1.1	To ensure that information about Homeless Reduction Act, advice and support is accessible to agencies and public – publicity, website, leaflets								
2.1.2	To produce translated leaflets and look to produce a suite of basic leaflets.								
2.1.3	To ensure housing support and advice staff are able to give concise benefit advice regarding UC and entitlements								
2.1.4	to embed / adapt all related services to inform and advise customers about preventing homelessness in line with The Homeless Reduction Act								
2.1.5	To work with landlords to prevent homelessness – PRS and also RSL/ CYC and duty to refer								
2.1.6	to ensure advice and prevention tools are relevant to tackling the main structural causes of homelessness – housing supply and poverty								
2.1.7	to contribute to existing work streams which are concerned with tackling poverty which has long term impact on future homelessness								

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2.1.8	To create a directory detailing all existing support services could include details of access to grants for those facing homelessness. for these to be available in GP's, YDH, Schools etc. LAT have this in place already, this may save the need for mapping exercise regarding the services that are available								
2.1.9	Front line staff to have clear knowledge and understanding to sign post effectively.								
2.2	To prevent Homelessness through Education.	To equip people with the knowledge and skills to avert a housing crisis							
2.2.1	To make every effort to raise the profile of homelessness and what it means to be homeless through work in schools. Work may include introducing this as part of Citizenship 2019, independent living skills, the truth about debt and up skilling teachers								

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2.2.2	To develop a system of peer education to support homeless prevention agenda. Formerly identify Rough Sleeper/Homeless Champions across the city including young peoples projects/services								
2.2.3	Have relevant tools and ethos to empower people who are homeless or at risk of homelessness to take responsibility for their actions and to guide them to find housing solutions and overcome barriers (irrespective of priority need or intentionality criteria)								
2.2.4	Build and improve living skills courses. Basic and refresher courses from budgeting, debt management to cooking. Use the "My Money My Life" model								
2.2.5	To work with other services eg drug services so they can inform individuals of effect of drugs and impact on housing and homelessness								

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<p>2.3</p>	<p>To prevent homelessness by providing the relevant support & early intervention</p>	<p>To acknowledge the variety of support that maybe provided to keep people in their tenancies.</p>				<p>In 2013 youth offending rates were xxx and target is to reduce youth offending by xxx by 2018</p>			
<p>2.3.1</p>	<p>Review Service Level Agreements within services relating to drugs, hostels and floating support</p>								
<p>2.3.2</p>	<p>Maximise the role of Through the Gate /Offender support services for those leaving prisons who are homeless</p>								
<p>2.3.3</p>	<p>To explore using a concierge/caretaker model to expand supported housing.</p>								
<p>2.3.4</p>									
<p>2.3.5</p>	<p>To ensure a comprehensive support service is available for people on Univaersal Credit (help, information, computers)</p>								

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2.3.6	That people who are homeless or at risk of homeless are informed about how to access support and activities to develop self worth, motivation, self image								
2.3.7	That people who are homeless or at risk of homeless are can access support around life skills / tenancy skills / financial management to retain tenancies								
2.3.8	That people who are homeless or at risk of homeless are can access help around employment opportunities and gain relevant work skills (work centres / enterprise zones)								
2.3.9	To ensure relevant support is available for people at risk of homelessness (Personal Housing Plan) including using volunteer support / mentor								
2.3.10	That statutory agencies are aware of and co-operate with 'Duty to Refer' and none statutory agencies adopt a similar process to ensure those at risk of homelessness are access relevant service								

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2.3.11	To work with National Probations Service, Community Rehabilitation Company and NY Police to apply relevant Criminal Behaviour Orders to ensure a framework to tackle anti-social behaviour and reduce homelessness								
2.3.12									
2.3.13	Benefit and income maximisation to prevent homelessness. Budget to support individuals awaiting initial UC payments.								
2.3.14	That more mediation / relationship work / support is available to prevent homelessness. Look into setting up peer advice, consider using Relate services / Yorkshire Mediation								
2.3.15	That where relevant advocacy services are involved in helping people, they understand a Personal Housing Plan								
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<p>3</p>	<p>To ensure that there is accommodation available to people who are homeless</p>	<p>To reduce homelessness by ensuring that all our accommodation and staff are being used to the maximum potential</p>						
<p>3.1</p>	<p>Mapping exercise and comprehensive plan to ensure there is sufficient tier 1 (24/7) hostel for people that are homeless, including offenders</p>							
<p>3.2</p>	<p>Mapping exercise and comprehensive plan to ensure there is sufficient tier 2 supported housing for people that are homeless, including longer term accommodation for those unable to live independently</p>							
<p>3.3</p>	<p>Agreement to secure long term availability of Union Terrace and Robinson Court</p>							

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3.4	Work alongside Mental Health review to ensure there is appropriate housing for people with mental health issues, including for complex needs who are homeless							
3.5	Evaluate provision for young parents at HH4YP							
3.6	Complete the re-provision of Ordnance Lane at James House and decant into new facilities							
3.6.1	Clarify staffing, remit and use of James House in lieu of Homeless Reduction Act							
3.6.2	Clarify staffing, remit and use of Howe Hill family block in lieu of Homeless Reduction Act (consider possibility of using as a resettlement hostel for single people or families)							
3.6.3	Clarify staffing, remit and use of Holgate Road in lieu of Homeless Reduction Act							
3.6.4	Consider change of use for existing properties to meet needs of communities: converting flats to houses, downsizing schemes, concierge scheme, look at physical environment for those with mental health problems.							
3.7	To maximise use of PRS							

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3.8	Review current supported housing – curfews, restrictions, length of time in services (consistency and barriers)							
3.9	To ensure that needs of homeless bedsits and 1 bedroomed properties, and use of alternative building methods (fklat pack, portacabins) are incorporated into development plans							
3.10	Review provision and development of supported housing for perpetrators of domestic abuse							
3.10.1								
3.11	Agree process for allocation and offer of accommodation under Homeless Reduction Act (relief)							
3.12	In light of high cost of PRS accommodation to fully explore new incentives to increase and / or use PRS to discharge homeless duty. Report to HMT							
3.13	To explore option to develop a lodging scheme (informal support), especially in light of increased allowance to rent a room (2015 July budget)							
3.14	Evaluate YorHome and ensure that service meets needs of Homeless Reduction Act							

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4	To ensure that there is support available to people that are homeless	To encourage people so that they can secure successful tenancies and thus breaking the cycle of homelessness.						
4.1	Ensure there is access to appropriate rehabilitation support for offenders							
4.2	To develop a relevant rehabilitative programme for perpetrators of domestic abuse							
4.3	To ensure people that have mental health issues, living in hostels get adequate mental health support							

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4.4	To ensure people that staff working with people that have mental health issues, living in hostels get adequate mental health training and professional support							
4.5	Access to trained specialists to support in helping women process traumatic events							
4.6	That there is adequate practical support for people with mental health issues (shopping etc) to maintain independent living							
4.7	To ensure that people in hostels benefit from work opportunities							
4.8	That discretionary funding arrangements are considered (lower hostel rents) to facilitate return to work							
4.9	Housing Plus (extra support) is explored							
4.10	To ensure smooth transition to new supported housing funding regime.							
4.11	ensure support staff have a range of skills / models to ensure they can offerer tailored support, including trauma approach to risk families / person centred approach							

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4.12	Support external organisations and community groups that work with people that are homeless, thus creating greater communication and co-ordination between 'homeless sector'							
4.13	Look to develop a protocol agreeing that when a customer is accepted as homeless with a vulnerability the appropriate health / social care services are provided.							
4.14	Notification of partners who do not co-operate with CYC SLA's							
4.15	Formalise a referral system to CSC where children are homeless, in temporary accommodation.							
4.16	To explore the provision of a Day Centre - with positive activities for customers to assist them to access / retain independent living							
	To work with partner agencies to tackle health issues raised in Homeless Health Needs Assessment 2018							
	Comprehensive resettlement programme across services, including for people seeking advice under Homeless Reduction Act							

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5	To maintain and develop partnership working and strategic direction	To ensure that CYC is doing all that it can to ensure the effective implementation of The Homeless Reduction Act 2017						
	to ensure all statutory agencies understand and adhere to Duty to Refer under Homeless Reduction Act 2017							
	To ensure all agencies are working together to prevent homelessness as a result of new / ongoing welfare reforms (reduction in benefit cap, universal credit and HB changes for young people)							

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	<p>That close working relationships with Housing Management Officers and RSL to ensure earlier intervention / support from housing management to prevent loss of accommodation in form of proactive, targeted prevention work for those at risk of homelessness in CYC and other social housing tenancies at earliest opportunity (pre- PO stage). Improve links and training between landlord, advice and support services .</p>							
	<p>Establish a formal system to monitor / analyse failed tenancies and abandonments.</p>							
	<p>Review resources to provide adequate homeless prevention tools.</p>							
	<p>To ensure the information sharing agreement and consent forms are GNDR compliant</p>							
	<p>That all relevant organisations are informed of Homeless Reduction Act 2017, law, processes and services</p>							
	<p>Ensure there is a streamlie approach to referrals, signposting and feedback of Personal Housing Plan actions</p>							
	<p>Directory and flow chart of services. Navigation.</p>							

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	That external agencies update websites and information to reflect Homeless Reduction Act 2017							
	Contact Ministry of Justice about impact of PIPE and request Approved Premises for York / NY							
	To make decision if to remain in NYHC or adopt CYC Allocation policy.							
	We must ensure information sharing agreements and consent forms are GNDR compliant.							
	To consider re-review NYHC to make decision if to remain in NYHC or adopt CYC Allocation policy.							
	Link to Older Persons Housing Review to work to more joined up working. Development of Glen Lodge – dementia friendly scheme. Development of 'Best Interest and Mental Capacity' assessment (June 16), SHEC placement panel, Housing First. Specific piece of work to be completed.							
	Carry out review of Young Parent facility and adapt / confirm project role and process. Report HMT							

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	Piece of work to look at barriers to housing and how to overcome these (education, policies, support)							
	Comprehensive resettlement programme across services							
	Policy review driving through social housing route							
	Development of 'Through the Gate' process							
	Specialist services build independence not institutionalisation							
	More accommodation – what have we got? What do we need? Link with private LL's							
	Establish duty to refer under Homeless Reduction Act							
	Introduce SPOC / Champion / link worker within services							
	Explore drop –in sessions in health settings (see prevention)							
	Work with TEWV to look at issues around specialist mental health worker, trauma training in hostels, response of Crisis team, accessing psychiatric services, hospital in patient facilities in York							
	Review homeless assessment form							
	Review current partnerships, attendance at meetings							
	Improve working with RSL, PRS, developers							

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	Work alongside Police on face to face work							
	Improved use of service user feedback / peer support							
	That managers engage with frontline staff / customers							
	Improved referral systems (CSC) when children are homeless							