Strategic aim 1. Ensure that people who are at risk of homelessness are aware of and have access to the services they may need to prevent it.

	Objectives:	Why	Target/date	Lead
1.1	Prevent homelessness, particularly amongst	Early advice, information and support can	Reduce acceptances by 20% by 2008/9	Housing Options and
	households that most frequently present as	prevent homelessness occuring.	(actual 208 ) and a minimum of 10%	Homelessness Manager
	homeless or are most vulnerable.		year on year.	
4ct	ions:			
	City of York Council Housing Options / casework t	eam to ensure they are able to provide a	Have trained and re-engineered service	Duncan Watson / Anne
	comprehensive advice service in light of Comprehe	ensive Spending Review constraints and	by April 2012	Marie Douglas
	potential increase in demand due to welfare benef	it changes.		
	Successfully establish the York Choice Based Lettings (CBL) - North Yorkshire Home Choice		Go live August 2011	Ian Taylor
	social housing allocations framework.			
	Improve the council's Housing Options and Homel	essness website pages and make them more	Update and refresh by June 2011	Alison Davies
	informative, interactive and customer friendly.			
	Proposal to maintain advice service and financial s	upport for people with mortgage arrears and	Confirm 2011-12 service by April 2011	Tom Brittain
	address government changes to Income Support f	or Mortgage Interest (ISMI) .		
	Relevant training around 'New Front Door' service	e and developing a system to identify young	Service operational and staff trainined	Judy Kent
	people that are at risk of homelessness		by Dec 11. Process of early	
			identification of siblings by April 2012	

	Ensure changes to Housing Benefit / Local Housing Allowance rules and move towards a 'universal benefit' do not translate into homeless presentations, through pro-active and timeley information, advice and support to affected tenants.			
Act	ions:  Ensure appropriate advice, information and suppor changes to Housing Benefit / Local Housing Allowed closely with landlords to minimise the negative importance of the control of t	ance rules starting 1 April 2011. Work pact on tenants.	Complete publicity campaign for 2011 chages by April 2011	Duncan Watson / Anne Marie Douglas / John Madden
	Improve housing staff knowledge on DWP work and benefits - in light of upcoming changes to benefits and addressing worklessness and DWP staff on housing issues (Jobcentre Plus).  Ensure HB and HO work together to ensure access to private rented sector for customers in light of welfare benefit changes.		Training / presentaion to staff completed by April 2011 Training completed April 2011	Mandy Oliver  Duncan Watson / Anne  Marie Douglas / John
1.3	, , , , , , , , , , , , , , , , , , , ,	The population of York is becoming more diverse and services need to remain accessible to all. Our assessment of services found that non-priority homeless customers need more help to identify their housing options.	Enhanced Housing Options service fully operational by Sept 2012.	Madden  Housing Options and Homelessness Manager
Act	ions:	-		
	Enhance our understanding of who our customers involvement and access to housing advice and info		Develop improved customer profiling and monitoring systems April 2012	Jo Harrision

		2013	
Ensure all services meet the cultural needs of cus	tomers.	To review service and introduce relevant reccommendations by April 2013	Anne-Marie Douglas
Ensure adequate debt advice in York to meet needs		To ocnfirm services for 2011-12 by	Adam Gray and George Vickers CAB
Review York Offender Protocol and publish result:	S.	i - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	Peter Hart
I Improve advice for young offenders - develop YO	T protocol.	Protocol completed by April 2012	Angie Crossland
Ensure victims of domestic violence are aware of particular G&T.	and can access appropriate services, in	Draft information produced and discussed at DA forum by April 2012	Jo Beilby
		Information and contacts established by 01/04/2012	Judi Dove
Adequate planning and preparation for internal C Housing Options service, including re-branding.	YC re-structures within Housing that affect	Re-structure agreed and in place by December 2011	Tom Brittain
Widen out the remit of DWP and Job Centres to performance to incorporate advice on housing.	orovide a more comprehensive service looking	Joint agreement and training in place April 2012	Mandy Oliver
Widen out the remit of Housing and Housng Option looking to incorporate advice on employment.	ons to provide a more comprehensive service	Joint agreement and training in place April 2012	Mandy Oliver
teenage parents, accepted as homeless.	accepted as homeless in York is relatively	Maximum of 27 acceptances by 20012/13 (representing a 10% reduction year on year).	Service Manager - Pathway Team
	Improve advice for young offenders - develop YO' Ensure victims of domestic violence are aware of particular G&T.  Develop appropriate information and contacts of Housing Options service, such as the elderly, learn Adequate planning and preparation for internal C'Housing Options service, including re-branding.  Widen out the remit of DWP and Job Centres to perform to incorporate advice on housing.  Widen out the remit of Housing and Housing Option looking to incorporate advice on employment.  Reduce the number of young people, including teenage parents, accepted as homeless.	Develop appropriate information and contacts for customer groups that may not use the Housing Options service, such as the elderly, learning difficulties.  Adequate planning and preparation for internal CYC re-structures within Housing that affect Housing Options service, including re-branding.  Widen out the remit of DWP and Job Centres to provide a more comprehensive service looking to incorporate advice on housing.  Widen out the remit of Housing and Housing Options to provide a more comprehensive service looking to incorporate advice on employment.  Reduce the number of young people, including teenage parents, accepted as homeless.  The number of young people presenting / accepted as homeless in York is relatively high.	Review York Offender Protocol and publish results.  Improve advice for young offenders - develop YOT protocol.  Ensure victims of domestic violence are aware of and can access appropriate services, in particular G&T.  Draft information produced and discussed at DA forum by April 2012  Develop appropriate information and contacts for customer groups that may not use the Housing Options service, such as the elderly, learning difficulties.  Adequate planning and preparation for internal CYC re-structures within Housing that affect Housing Options service, including re-branding.  Widen out the remit of DWP and Job Centres to provide a more comprehensive service looking to incorporate advice on housing.  Widen out the remit of Housing and Housing Options to provide a more comprehensive service looking to incorporate advice on employment.  Reduce the number of young people, including teenage parents, accepted as homeless.  The number of young people presenting / accepted as homeless.  Published by April 2012  Protocol completed by April 2012  Draft information produced and discussed at DA forum by April 2012  Reference in provide a may not use the Information and contacts established by 01/04/2012  Protocol completed by April 2012  Reference in provide a may not use the Information and contacts established by 01/04/2012  Adequate planning and preparation for internal CYC re-structures within Housing that affect Re-structure agreed and in place by 01/04/2012  Results remarks after the may not use the Information and contacts established by 01/04/2012  Results remarks at the may not use the Information and contacts established by 01/04/2012  Protocol Completed by April 2012  The number of young people presenting / accepted as homeless in York is relatively high.

	Review the advice service to young people in light	of the HH/Foyer project.	New service, protocols, joint working in place April 2012	Jenny Bullock
	Transfer of peer education, early intervention ar voluntary sector.	nd outreach work in targeted schools/areas to	Decsion by March 2011	Sandra Hirst / Amanda Gaines
	ec		Comprehensive programme of education and servies in resettlement services by December 2011.	Amanda Gaines/Yvonne Morrisey
	Further improve communications options (eg e-mainformation points, texting).	ail enquires, confidential helpline, touch	Redesign service by April 2013	more4york
1.5	Improve levels of customer satisfaction with homelessness advice and information services (Housing Options services).	Use as a monitoring tool to ensure a quality service informed by customers.	Minimum 90% satisfaction by 2013.	Housing Options and Homelessness Manager
lct	ions:	•		
	Increase the skills and confidence of staff to modaily work.	ake customer involvement central to their	Provison of relevant training, change in working practice by March 2012	Anne Marie Douglas
	Increase customer involvement and influence at introduce tenant inspectors in Temporary Accom		Recommendations by March 2012	Tim Carroll
	Review of leaflets across the city for accurate u information about rights and respsonibilites.	p to date information and give accurate	Review of leaflets completed by December 2011	Alice Walker
	Embed principles of Housing Options in Housing F service in light of new CBL	Registrations and ensure effectiveness of	Relevant traning / dicvsussions and changes to be completed by March	Den Southall
	Improve communications with customers to keep	informed of situation (can be linked to CBL)	CBL interactive August 2011	Den Southall

1	.6 Impro	ove knowledege of and access to housing	A study in 2008 found that BME/Migrant	Increased knowledege of services for	Housing Options and
	inform	mation and advice services for	worker households did not always know	this customer group by March 2013	Homelessness Manager
	BME/	'Migrant worker households.	about the services available or how to		
			access them.		
A	ctions:				
	Work	with Supporting People services to increase	awareness of housing advice and information		Becky Ward.
	services to BME migrant worker households.				

#### Strategic Aim 2. Ensure the provision of and fair access to accommodation sufficient to meet identified housing needs.

	Objectives:	Why	Target/date	Lead officer
	Increase the supply of affordable housing and maximise the use of existing housing stock.	There is a shortage of affordable homes in the city to meet identified needs .	151 affordable homes in 2008/9, 146 in 2009/10, 252 in 2010/11, 150 in 2011/12 and 125 in 2012/13.	Housing Strategy Manager
Act	ions:			
	Retain appropriate split between housing for rent	and housing for discount sale. Link to	60% for rent and 40% discount for	Paul Landais Stamp
	Housing strategy to ensure that appropriate balance is achieved.		sale	
	Explore ways to reduce under occupation in the private and social rented sectors		Analysis and report by April 2012	Paul Landais Stamp
	If legislated, ensure customers can access RSL 'affordable rent' properties		HSMT decsion by 2012	Den Southall
	If legislated, introduce process to enable customers can access PRS as a qualifying offer		HSMT decsion by April 2012	Mel Cant
	Increase level of fraudulent investigation into no	n occupation / sublietting of social housing	HSMT report by April 2012	Paul Morrision

2.2	homeless or potentially homeless households,	Homeless and potentially homeless households can face barriers to accessing the private rented sector.	44 qualifying offers in general private rented accommodation 2008/9, increasing by 10% year on year.	Housing Operations Manager
Act	ions:			
	Expand YorHome and make self sufficient. Also to customers.	develop for single people/resettlement	75 properties by March 2012	Duncan Watson / Anne Marie Douglas / Dave Knowles
	Re-assess the conditions and incentives for YorHo social enterprise.	me, and consider developing YorHome into a	HSMT report Jan 2012	Duncan Watson / Anne Marie Douglas / Dave Knowles
	Work closely with private sector landoords in light discharge homeless duty into the private rented s	·	To be confirmed.	
	Maintain and develop an effective bond gaurantee	/ rent deposit schemes	Agreement by HSMT to retain in house of transfer to Credit Union by June 2012	Becky Ward
	Establish systems to access Trustees for YP (16 a (requirement for CBL). Ammende tenacy agreemen		Trusatees in place by August 2011 (CBL)	Becky Ward / Paul Morrsion
2.3	whilst improving the standard of temporary / hostel provision where it exists.	Putting households in temporary accommodation is expensive and does not always result in good outcomes. Some hostel accommodation is not best suited to the needs of those that stay in it.	Continue to reduce the number of households in temporary accommodation by a minimum of 5% year on year (from a baseline of 79 in 2009/10).	Housing Operations Manager
Act	ions:			
	Re-provsion of Ordnance Lane scheme with Yorksh	nire Housing.	March-13	Tom Brittain

	Retain low numbers of households in temporary a	ccommodaiton	71 by April 2012	Becky Ward
	Establish a decent standard for hostel accommod	lation	Standard in place September 2011	Anne Marie Douglas /
				Andy Wilcox
	Restucture CYC hostel rents to incoprorate housi	ng management fee	New rent levels in place April 2011	Debbie Mitchell
2.4	End the use of bed and breakfast accommodation	There are national targets to end use of	No 16/17 year olds in B&B by 2009/10	Housing Options and
	for all homeless applicants except in short term emergencies.	bed and breakfast accommodation.	and no other households by 20012/13.	Homelessness Manager
Act	rions:			
	Reduce use of B&B for 16/17 year olds through p	rovision of specialist foyer scheme	0 16/17 year olds in temp accommodation by March 2010	PaulLandais- Stamp
	Provsion of suitable supported accommodation for young parents		0 16/17 year olds in temporary accommodation by March 2010	PaulLandais- Stamp
	Develop remand foster care / supported accommo	odation for complex / high risk offenders	Report completed February 2012	Angie Crossland / Jenny Bullock
2.5	Increase the use of housing association (RSL) lets for homeless and potentially homeless households.	There is scope to make better use of opportunities within the RSL sector.	Minimum 25% RSL lets by 2008/9.	Housing Options and Homelessness Manager
Act	rions:		1	
	Monitor and enforce nomination rights RLS		All RSL adhere to nomination agreements and accept reasonable proprtion of homeless households 01/04/2011	Kate Spence
	Ensure that accommodation based services are re	etained in light of CRS budget cuts	Confirm services by January 2012	Carl Wain
	Monitor impact of CBL - in particular around res	ettlment category and care leavers	Report to CBL board by June 2012	Denis Southall / Tim Carroll

		We need to provide planned pathway through services and to ensure young people are prepared to sustain tenancies when offered them. Current emergency accommodation is is not a suitable pathway.	100% young people accessinig specialist accommodation with support by 2013.	Housing Operations Manager
Act	ions:			
	Ensure that Supporting People reviews of YP and h	· · · · · · · · · · · · · · · · · · ·	Conmfirm services by September 2012	Carl Wain
	continue to provide necessary bedpaces and devel	op additional resources when identified as a		
	priority.			
	Embed referral process through Single Access Po	int and maintain quality of service.	December-12	Carl Wain
	Develop specialist tier 1 provision for 16/17 years	olds , such as YP 'Places for Change'	See above	Becky Ward
	project. Seek approval to use Howe Hill on a temp	orary basis for YP 'Places for Change'		
	project. and secure revenue funding for the scher	ne.		
2.7	and complex needs coming through the homeless	Information from the Primary Care Trust indicates there are a small but significant number of chronic psychosis, substance misuse and chaotic lifestyle customers who have difficulties sustaining a tenancy.	None by March 2013.	PCT
Act	ions:			
	Develop specialist MH provision		Formal propsal by April 2012	Andrew Stephenson

2.8	Ensure the accommodation needs of Gypsies and Travellers are addressed, based on findings of the Gypsy and Traveller Accommodation Assessment (July 2008).	To ensure service meets needs of customer groups and LA meets its statutory responsibility (re planning).	Develop a Gypsy and Traveller service plan by March 2010. Consider recommendations from the needs assessment showing need for 36 additional pitches by 2013.	Housing Strategy and Enabling Manager
Act	ions:			
2.8	Identifying traveller sites thorugh Planning - Allow / public development	cations DPD and Area Action Plan for private	36 G&T pitches and 19 showpeople plots	Gail Goodhall
2.8	Work with planning to identify potential travellers	s sites (public and private) in Local	LDF completed by 2013	Kate Grandfield
2.8	Review the future management of sites, using finding best practice and best value	s from the G&T accommodation assessment,	Comprehensive reprt about G&T servies to HSMT Jan 2012	Anne Marie Douglas
2.9	End rough sleeping by 2012.	Government target.	No people sleeping rough by 2012.	Resettlement Manager
Act	ions:			
	Widen safety net approach to working with servic housing providers and explore if possible with CYC		July-05	Tim Carroll
	Look at good practice to develop inovative ideas to	o 'eradicate' rough sleepers	Formal report and discssion at R/S strategy by December 2012	Dave Knolwles
##	Review the provision and need for specialist services for women (include womens centre).		Supporting People recommendations to Homelessness strategy group by Jan 2011.	Supporting People Manager
Act	ions:			

To carry out research to establish need for additional services/ assessmewnt of service	Research compelted April 2012	Peter Hart and Dave
delivery for women		Knowles

Strategic Aim 3. Ensure that people with housing related support needs have these needs fully assessed and have access to services required to sustain successful independent living and prevent homelessness.

	Objectives:	Why	Target/date	Lead
3.1		To ensure that customer receive all services necessary to enable them to live sucessfully in the community.		Resettlement Manager
Ac1	rions:			
	SAP: look at expanding into all services, not just S	SP funded.	Report by Augsut 2011	Tim Carroll
	Look to develop a protocol agreeing that when a convulnerability the appropriate health / social care s	•	Agreement by April 2012	Becky Ward
	Commitment to mainstream essential projects, eg	Project 92, FIP	Confirmation by April 2011	Tom Brittain
	Develop an agreement to ensure that customers who are vulnerable / complex needs (including those accepted as homelessdue to vulnerability) to provide an intensive multi- disciplinary package of support.		In principle agreement sand report to HSMT by December 2011	Tim Carroll
	Re-evaluation of YP services and multi-agency wor	king to ensure any change in services	Report and discssion at Youth HL strategy by April 2012	Jenny Bullock

Worklessnesswork with external providers to ensure there is relevant tra		nsure there is relevant training/	Explore options and report to Youth	Chris Plowman
	apprenticeships/volunteering/job placements for	HL strategy by December 2011		
			Report to Youth HL strategy by December 2011	Alison Wheately
3.2	Increase tenancy sustainment through the provision of appropriate support.	Research has shown a high level of failed tenancies. We need to address isolation and provide ongoing informal support.	90% of 16/17 year olds in temporary accommodation successfully retaining their tenancies by 2013.	Tenancy Services Manager
Act	ions:			
	Retain vital support services in light Comprehensi review.	Decsion by December 2011	Tom Brittain	
	Formally review role and value of mediation and organise relevant training if agreed by Youth HL strategy.  Develop drop-in support for people on SP waiting list or where support has ended (inc YP services)  Establish a formal system to monitor / analyse failed tenancies and abandonments		Report to Youth HL strategy by April 2011	Maggie Allen
			Inclusion in tender contracts by April 2012	Carl Wain
			Report to Youth HL strategy group by September 2011	Rachel Bassett
3.3	Increase the number of people with mental illness and complex needs achieving independent living through the provision of more specialist support.	Not all customers with these needs are successfully progressing to independent living due to limited support. Current procedures prevent a reactive approach to crisis if customer is not know to mental health services.	To be confirmed.	PCT
Act	ions:			
	Provide specialsit mental health support for young people (joint with Castelgate)		In popst by March 2011	Dawn Moores

	evelop closer working links with mental health assertive outreach team so that crisis is anaged in a cooprdinated way between services.		Initial contact and discussion talke place by December 2012. Report to R/S strateav	Tim Carroll
3.4	Ensure support services meet the needs of all groups including those from the black and minority ethnic communities.	York has an increasing diverse population.	Subject to report recommendations in March 2011.	Housing Options and Homelessness Manager
Act	ions:			
	Involve G&T communities in development and improvement to services.		Re-establish a formal consultation / customer invivement process by April 2012	Anne-Marie Douglas
	Consider provision of specialsit drug support across hostels		Confirm service gaps and funding following review of DAT by September 2011	Amanda Gaines / Leigh Bell
	Formalise service user involvement across the city.		Report to HL Exec by December 2012	Dave Knowles

Strategic Aim 4. Ensure the effective multi-agency and partnership working occurs accross all services to provide appropriate information, accommodaiton and support to meet the needs of people who are homeless or at risk of homlelessness.

Objectives: Why Target/date Lead

4.1	Strong local authority leadership on the homelessness agenda.	Tackling homelessness and its causes requires the involvement of a wide range of service providers. The local authority can play a key role in articulating local needs and coordinating appropriate responses.	Support and enable delivery of the agreed strategic aims and objectives by March 2013.	Housing Operations Manager	
Act	ions:				
	Raise the profile of homeless services across the city and publicise the successes. Need to develop marketing strategy.  Agreed strategy by December 2011				
	Local authority should increase the involvement of landlords, developers and housing associations in thousing services in the city.	Tom Brittain			
	Housing to be represented on SP Board		To attend by June 2011	Carl Wain / Steve Waddington	
	Pro-actively tackle forthcoming proposed changes around HB/ Welfare benefits - including Completed April 2013			John Madden	
	liason with landlords, training, establsihing new so				
	Publicise aschievments via CYC website (quarterly statitics)		Agree chages to website by June 2011	Alsion Davies	
	A greater role for a wider set of agencies in tackling homelessness and a greater use of shared protocols and agreed principles for joint working.	Government is wanting RSLs to play a greater role in tackling homelessness.	All relevent RSLs to agree a homelessness action plan by March 2009.	York RSL Liaison Group led by York Housing Association	
Act	ions:				

4.2	Review information sharing protocol and streamline (combine). To include RSL's		Update by June 2011	Becky Ward
	Develop and Coordinate a process for HL to according for Victim and Perpetrator	Process agreed by may 2011	Jo Beilby DVC	
	Formalise and develop role of accredited staff through ongoing training, IT, partnership working  Ensure the right people are on the right groups/strategy/exec, etc.  Ensure advice links into other pathway referral routes, not just HL.  Re-establish liaison meetings between PCT (Mental Health Services) and the local authority to ensure that moves into and out of these service are planned, including young peoples  Develop and establish relevent protocols between PCT (general hospital services), accommodation and support providers and the local authority to ensure that moves in and out of these service are planned.		Protocol agreed by December 2011	Becky Ward
			Review HL strategy group September 2011	Tom Brittain
			Formalise refaral information by September 2011	Alice Walker
			To resetablish meetings by June 2011	Becky Ward
			Protocol in place by Apr 12	Becky Ward
4.3	Increased sharing of information between agencies and more joint training to promote wider understanding of homelessness and its prevention.	To strengthen local partnerships and increase organisational capacity to tackle homelessness.	Increased awareness and understanding by those involved in delivering homelessness services (measured through annual staff consultation commencing 2008/9).	Resettlement Manager
Act	ions:			
	Ensure Homeless Strategy links to child poverty strategy.		Incorporate into Child Poverty Strategy 01/04/2011	Bernie Flannagan

	Imporve links between alcohol related health issues and housing.  Use ward profiles to determine potential homeless 'hotspots'.  Establish joint working processes, shared culture, interagency respsonibilities for new Howe Hill project (inc DWP, YOT). if progressed  Improve links with local councillors to ensure members understand impact/cross benefits/value for money when agreeing area-based grants.  Partnership external agencies on SX3 and Abitas. CBL-preparation of staff, support for customers if necessary.  Ammend YP joint protocol in light of G v Southwark  Risk assessments- better joint working/sharing of information to improve support.		Report to HL strategy exec by April 2012	Jeremy Jones
			Undertake research and present to youth HL strategy by April 2012	Bernie Flannagan
			Joint prototocol in place by September 2011	Jenny Bullock / Tim Carroll
			Agree traiing programme and information distribution by December 2011	Becky Ward
			Agreements in place June 2011	Den Southall
			Operational by March 2011	Jenny Bullock
			Improve process June 2011	Anne-Marie Douglas / Tim Carroll
4.4	Increased and ongoing customer consultation to inform the development of future services and increased awareness within BME households of the housing and support services available.	To ensure the needs of customers are fully understood and test if services are responsive to these needs. We know a key problem BME and migrant worker households have is knowing about and accessing services.	Establish an agreed framework for customer consultation / customer insight by 2008/9. Greater knowledge within BME households of the housing services available and how to access them by March 2013.	Supporting People Manager
Act	ions:		•	
4.4	Introduce regular ethnic minority profiling and moused to inform service improvement and developm		Consolidate existing systems and establish meaningful alternitive March	Alison Davies

4.4	Look to establish clear service level agreement with Travellers Trust		SLA agreed by Apr 11	Adam Gray
4.5	Ensure the services provided are relevant and staff are adequately trained.		Review services and budgets in light of CSR 2010 and government funding settlements by March 2011.	Housing Options and Homelessness Manager
Act	ions:			
			Report to HL forum by September 2011	Alex Hunt / Abi Burton
	All housing staff trained about education/benefits/Housing Options.		Training programme agreed and completed by December 2012	Paul Morrision / Abi Burton
	Housing Staff trained on local provision for DV Victims, Perps and Children. Furnished with tools to signpost.  Staff trained on issues of Forced Marriage and Honour based Violence and managing restricted information.  Conduct impact assessmentshealth, working/DWP, wealth.  Review value of homelessness / accredited / tenancy sustainment training and agree future training programme.		Training completed by October 2011	Jo Beilby DVC / Abi Burton
			Training completed by March 2012	Jo Beilby DVC / Abi Burton
			December-12	
			Consultaion by September 2011	Becky Ward
	Agree core training and forums for staff involved in beta training providers.	nomelessness / housing options and	Rep[ort to RS strategy and Youth HL strategy June 2011	Tim Carroll

Evaluate the impact of cuts on partnership approach/pathway.	Report to HSMT June 2011	Tom Brittain

<sup>\*</sup> CYC = City of York Council / PCT = York and North Yorkshire Primary Care Trust / CAB = Citizens Advice Bureau