

Homelessness & Rough Sleeping Strategy 2021-24 Action Plan

Priority 1 - Reduce the number of households becoming homeless

No.	Task	Lead	Actions/Performance indicator	Risk	Resources	Target date
1	Review and enhance prevention tools to enable customers to sustain and remain in their current accommodation.	HOTL	Annual review to be completed. Number/percentage of households prevented from becoming homeless after housing advice and assistance.	Prevention is the main focus of the service without which we could see a rise in homeless applications and extra costs to the council.	Officer time	Annual review
2	Conduct a gap analysis of homelessness prevention education delivered through schools, colleges and youth organisations and refine accordingly enabling us to re-imagine our service offer to young people.	SHO	Identify the range of organisations working with young people and obtain and review examples of the current educational materials which are used.	Prevention is the main focus of the service without which we could see a rise in homeless applications and extra costs to the council.	Officer time	October 2021
3	Review the support available for households across the district from wider organisations and ensure this is signposted from the council's website.	HOTL	Identify which organisations offer support and capture all signposted referrals. Report numbers of referrals quarterly.	Working with partners ensures that the council makes best use of its resources and remains within budget.	Officer time	June 2021 Quarterly
4	Implement the findings from the independent review of the Housing Options Service carried out in January 2021.	HSM	Create an action plan arising from the findings of the independent review. Report progress against the action plan quarterly.	Undertaking independent reviews helps to ensure that the service remains effective and performs well.	TBC	March 2021 Quarterly

Priority 2 - Raise awareness of homelessness and rough sleeping ensuring that services are accessible to those in need

No.	Task	Lead	Actions/Performance indicator	Risk	Resources	Target date
1	Work with partners and other organisations to enhance publicity of our services and encourage people to approach our service early and in particular private landlords.	HOTL	Develop a communication plan and identify how customers became aware of the service when adding their details.	Customers are not presenting early enough resulting in less prevention work.	Officer time	September 2021
2	Review the effectiveness of all current communications and continually update information which is available online.	HOTL	Review existing communications to ensure that they are up to date and link in with the customer feedback mechanism to check how effective they are in practice.	Customers are increasingly contacting the service electronically, therefore information needs to be accurate.	Officer time	Ongoing priority
3	Review the current systems which record customer contact to ensure that all contacts are being accurately recorded and data captured used to inform future service delivery.	HSM	Review existing communications to ensure that they are up to date and link in with the customer feedback mechanism to check how effective they are in practice.	Current systems fail to record all customer contact and therefore can lead to false conclusions about the level and nature of the demand faced by the service.	Officer time and potential cost of additional ICT requirements	April 2021
4	Implement a robust customer feedback and analysis mechanism to ensure the service is continually developed and improved.	HSM	Undertake a customer journey mapping exercise.	Customer feedback is vital in identifying improvements to the current processes.	Management time Officer time	September 2021
5	Consider the use of drop-in and outreach services throughout the district to cover the rurality of the area	HSM	Review existing patterns of demand and potential workspaces	Whilst the service has demonstrated that it can be delivered over the phone some cases would have benefitted from face to face contact. Geography can prove a barrier to this and costly for applicants.	Officer time and additional travel costs	TBC

Priority 3 - Continually improve access to support services

No.	Task	Lead	Actions/Performance indicator	Risk	Resources	Target date
1	Regularly test and review our existing partnership protocols with other agencies to maintain their effectiveness.	HOTL /SHO	Work with partners to agree a methodology to “test” the protocols and agree suitable dates.	Protocols are not effective when called upon resulting in wasted time and effort for those involved and poor outcomes for customers.	Officer time and partner time	Ongoing priority
2	Maintain existing relationships and develop new ones with organisations providing support to specific groups to prevent and relieve homelessness.	HOTL	Ensure that both the Homelessness Forum and Landlords Forum are recommended and continue to meet on an agreed basis and are captured on the Service Plan.	Partnership working is key to effective deliver and saves time and costs in the long run.	Officer time	Ongoing priority
3	Regularly monitor, review and evaluate financial contributions to third parties to ensure that they continue to deliver value for money.	HSM	Task will be delegated to the proposed steering group to ensure value for money.	Resources are limited and need to be reviewed regularly to ensure the right services are supported.	Management time	Annual review
4	Identify ways in which we can work more closely with health services across the district and in particular with mental health services.	HSM	Undertake research with other organisations to determine ways to integrate the service with health colleagues.	Vulnerable customers will not be able to access the full range of services to achieve the best outcomes.	Management time	March 2022

Priority 4 - Work strategically and seek new opportunities for funding

No.	Task	Lead	Actions/Performance indicator	Risk	Resources	Target date
1	Establish a Homelessness & Rough Sleeping steering group to oversee implementation of the strategy and the associated actions.	HSM	Invite colleagues from key stakeholders / partners who will then meet on a quarterly basis to monitor performance against the action plan.	Failing to achieve wider strategic buy-in from our partners could result in the Council not meeting its priorities.	Management time	June 2021
2	Work with NYCC in reviewing services that deliver specific young peoples' accommodation and support services within Hambleton.	SHO	SHO will continue to manage the local hub / young persons pathway which meets quarterly.	Failing to review services could result in funding being lost if their effectiveness is not maintained.	Officer time	Quarterly
3	Work with NYCC commissioners and successful contractors, in partnership, on the provision of mental health accommodation and offender support services in Hambleton.	HSM & HOTL	HSM & HOTL will continue to attend the County Homeless Forum and other key strategic groups on a regular basis.	Failure to attend key groups could result in services being withdrawn locally.	Management time	Quarterly
4	Work with the North Yorkshire Housing Forum to contribute to the prevention of homelessness and rough sleeping across the County.	HSM	HSM will attend the Forum on a quarterly basis.	Failure to attend could result in our local voice not being heard and not being party to multi-district initiatives.	Management time	Quarterly

Priority 5 - Deliver a range of affordable housing options

No.	Task	Lead	Actions/Performance indicator	Risk	Resources	Target date
1	To promote and facilitate access to low cost home ownership and affordable rented housing options where possible.	HDO & RHE	The HDO and RHE will work alongside Planning colleagues in reviewing applications in line with the outcomes from the Local Plan examination.	Failure to deliver will prevent the sub region providing much needed affordable homes and could lead to further homelessness.	Officer time and partners time	Ongoing priority
2	To maintain and where possible seek to increase the availability of affordable, privately rented accommodation within the District including Houses in Multiple Occupation.	HSM / HOTL	Work with partner landlords through the Landlord Forum and continue to grow the numbers attending.	Limited options for those under 35 in particular will lead to more applicants remaining in insecure housing.	Officer time	Ongoing priority
3	To review access to move on accommodation from supported accommodation particularly for young people.	SHO	Number of successful moves from supported accommodation within the District reported quarterly.	Young people and other complex individuals are housed inappropriately without support and / or out of area.	Officer time	Quarterly
4	To aim to minimise the number of empty homes in the District and in particular any which are subject to the Long-Term Empty Property Premium.	HSM/ HDO /RHE	Review existing approaches for reducing the number of empty homes and identify any areas for improvement.	Poor performance in this area will prevent the District from providing much needed accommodation to help alleviate homelessness.	Officer time	Annual review

Priority 6 - End rough sleeping

No.	Task	Lead	Actions/Performance indicator	Risk	Resources	Target date
1	Refresh and implement a 'single service offer' based on the no second night out principles.	HOTL	The number of people who repeatedly sleep rough. The number of people on the repeat homeless list.	Not breaking the cycle of rough sleeping and not fulfilling government guidelines through this area.	All housing options team staff	September 2021
2	Increase knowledge across the district with both partners and the general population of how to seek help for a rough sleeper.	HOTL	Referrals made and outcomes recorded on a monthly basis.	Not increasing awareness of the support available will lead to poorer outcomes.	Officer time	Quarterly
3	In partnership with other Districts, explore the possibility of creating an emergency bed space for Rough Sleepers.	HOTL	Through the County Homeless Group agree what partnership and joint funding opportunities are available to facilitate an emergency bed space.	Lack of access to emergency bed space will present increased pressures on the team particularly if received out of hours.	Officer time	March 2022
4	Successfully establish the Homeless Supported Move-On scheme in Northallerton in partnership with Broadacres.	HSM	3 additional units of accommodation for those rough sleeping / or at risk of rough sleeping are made available to let.	This scheme has been funded by central government and any failure carries a reputational risk to the authority.	Officer time	March 2021

Key

HSM Housing Services Manager

HOTL Housing Options Team Leader

SHO Senior Housing Officer

HDO Housing Development Officer

RHE Rural Housing Enabler



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