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# Homelessness & Rough Sleeping Strategy

## 2020-2025

### Delivery Plan

#### 2019/20 Year 1

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This Homelessness Review and Strategy has been prepared by arc4 Ltd on behalf of Craven District Council.

The review provides a detailed analysis of the levels and nature of homelessness, an audit of the services and a review of the resources available to spend on homelessness within the county.

Both the strategy and review comply with the associated and relevant legislation Section 1 of the Homeless Act 2002 along with the Ministry of Housing, Communities and Local Government's Homelessness Code of Guidance for Local Authorities (2018).

<b>Priority 1 - Raise awareness of homelessness and housing issues across the district and the services available to help</b>					
<b>Action</b>		<b>Task</b>	<b>Lead</b>	<b>Timescale</b>	<b>How we will measure success</b>
<b>1.1 Promote Housing Options Services and other relevant services across the District to be able to assist more households before the point at which they become homeless.</b>		Raise awareness of the Housing Options service with partners and customers to ensure that opportunities for prevention can be maximised	CW/HOT	October 2020	<ul style="list-style-type: none"> <li>Housing Options are known widely across Craven and residents can access the services when required increasing queries and opportunities for early intervention</li> </ul>
		Understand in detail the reason why many customers are only approaching Craven's Housing Options once they are homelessness	CW	Year 2	<ul style="list-style-type: none"> <li>Communities are aware of the new approach and commitment to preventing homelessness in partnership</li> </ul>
		Develop a training programme on the work of Craven's Housing Options for key partners to include job shadowing and joint team meetings	CW	Year 2	<ul style="list-style-type: none"> <li>Most customers are approaching the service at the prevention stage</li> </ul>
		Develop a range of promotional literature to include posters and flyers	CW	March 2020	<ul style="list-style-type: none"> <li>Increase in successful homeless prevention outcomes achieved</li> </ul>
		Use social media to update customers and partners on service developments	CW/JC	Ongoing	<ul style="list-style-type: none"> <li>Growth in the number of households assisted to remain in their existing accommodation</li> </ul>
		Hold an event to raise awareness of the service and launch the Homelessness Strategy	CW	January 2020	<ul style="list-style-type: none"> <li>Reduction in the use of temporary accommodation and B&amp;B</li> </ul>

Action	Task	Lead	Timescale	How we will measure success
1.2  <b>Ensure that there is more information available about people's realistic housing options in order for them to make informed choices about their future home.</b>	Update the Council's website to ensure a greater range of information is available about the Housing Options available	CW	September 2020	<ul style="list-style-type: none"> <li>A range of clear advice and information available online to enable customers to access the correct information at the right time</li> </ul>
	Explore the viability of developing a Housing Options Wizard	CW	Year 2 - 3	<ul style="list-style-type: none"> <li>Customers have access to a range of information to allow them to make informed choices</li> </ul>
	In partnership with North Yorkshire Choice Based Lettings scheme explore the feasibility of a Housing Register waiting time online calculator	NYHC Board	Year 2 - 4	<ul style="list-style-type: none"> <li>Customers have realistic expectations about their housing choices, including social housing</li> </ul>
1.3  <b>Raise awareness with decision-makers and budget holders of the issues surrounding service provision and demand to safeguard services and funding, including long term funding for Pinder House</b>	Monitor the impact of the Homelessness Reduction Act 2017 on service demand and provide quarterly reports to Senior Management	CW	Ongoing	<ul style="list-style-type: none"> <li>That sufficient resources are in place to focus on early intervention and effective prevention work</li> </ul>
	Continue to monitor and review demand on services and ensure that an appropriate staffing structure is in place to meet current and future identified demand	CW	Ongoing	<ul style="list-style-type: none"> <li>Reduction in the number of cases actually becoming homeless</li> <li>Reduction in the use of B&amp;B and temporary accommodation</li> </ul>
	In partnership with Horton Housing secure ongoing funding for rough sleeper provision at Pinder House	CW/PS/GCH	By December 2020	<ul style="list-style-type: none"> <li>Caseloads are a manageable volume with sufficient time to focus on casework</li> <li>Long term funding of Pinder House is secured homeless prevention is a corporate priority</li> </ul>

<b>Priority 2 - Join things up between services and organisations so that responses to homelessness are integrated and make the best use of the limited resources available</b>					
Action	Task	Lead	Timescale	How we will measure success	
<b>2.1 Continue to develop a range of protocols with partners to ensure that no-one facing homelessness is left without appropriate support.</b>	Review existing joint protocols to measure their effectiveness	NYCHG	Year 3 -4	<ul style="list-style-type: none"> <li>A joined-up approach to homeless prevention resulting in reduced homelessness</li> <li>Improved customer outcomes</li> <li>Seamless referral arrangements in place</li> </ul>	
	Ensure that key social housing providers are committed to referral for support pre-eviction	CW/NYCHG	Dec 2020	<ul style="list-style-type: none"> <li>Reduced levels of repeat homelessness</li> <li>Closer working with partner agencies providing a comprehensive range of services tackling underlying causes of homelessness</li> </ul>	
	Review duty to refer cases and outcomes, and provide any training required	CW	Year 2	<ul style="list-style-type: none"> <li>Increase in homelessness prevention</li> <li>Reduced level of evictions from social housing</li> </ul>	
	Develop a Housing Options service vision, with ongoing customer satisfaction recording, and review service standards in light of the HRA.	CW	March 2020	<ul style="list-style-type: none"> <li>Effective duty to refer systems in place</li> </ul>	

Action	Task	Lead	Timescale	How we will measure success
<b>2.2</b> <b>Contribute to and support the work linking appropriate housing to health and well-being and look for opportunities to collaborate in service provision.</b>	Complete Homeless Links Health Needs Audit to develop a detailed understanding of the health needs of Craven's Homeless population	NP/SH	Year 2	<ul style="list-style-type: none"> <li>Improved health and wellbeing outcomes for homeless households</li> <li>Evidence base detailing the health needs of homeless people in Craven</li> <li>Improved collaborative working</li> </ul>
	Ensure that the needs of vulnerable homeless households are reflected in Joint Strategic Needs Assessments and the Health and Wellbeing Strategy and that opportunities for joint commissioning are identified	NYCC	Dec 2020	
<b>2.3</b> <b>Engage with opportunities to provide multi-agency responses at a local level in our rural communities.</b>	Consider the viability of undertaking a small rural homelessness research study	CW/NP	Year 3	<ul style="list-style-type: none"> <li>Improved access to housing advice and support for rural communities</li> <li>People living in rural areas know how to access help and advice</li> <li>Homelessness reduced in rural areas</li> </ul>
	Identify opportunities to ensure that rural communities can access advice and information about homelessness, including up-skilling other agencies who operate in rural areas to provide basic housing advice with effective referral arrangements	CW	Year 2 - 3	

Action	Task	Lead	Timescale	How we will measure success
2.4  <b>Ensure a partnership response to delivering this strategy through a strengthened homelessness forum.</b>	<p>In partnership develop a clear vision for homelessness prevention that all partners can sign up to</p> <p>Involve partner agencies in the development of the Homelessness Strategy Action Plan and its implementation</p> <p>Review terms of reference and membership of the Homelessness Forum</p> <p>As necessary develop task and finish groups to progress actions</p> <p>Involve partners in the annual review of the action plan</p>	<p>Homeless Forum</p> <p>Homeless Forum</p> <p>CW</p> <p>Homeless Forum</p> <p>CW</p>	<p>March 2020</p> <p>Ongoing</p> <p>January 2020</p> <p>Ongoing</p> <p>December 2020</p>	<ul style="list-style-type: none"> <li>Joined-up approach to homeless prevention resulting in reduced homelessness</li> <li>Closer working with partners at both a strategic and operational level with an enhanced focus on prevention and early intervention</li> </ul>

<b>Priority 3 - Target prevention activities where they are needed most, at those households at greatest risk of homelessness</b>					
<b>Action</b>		<b>Task</b>	<b>Lead</b>	<b>Timescale</b>	<b>How we will measure success</b>
<b>3.1</b>	<b>Focus the new floating support resource within the Housing Options Service on activities to prevent the main causes of homelessness.</b>	Review floating support officers job description to ensure that the resource is targeted at those clients at the greatest risk of homelessness.	CW	Year 2	<ul style="list-style-type: none"> <li>• Reduced levels of homelessness</li> <li>• Increased levels of homeless prevention</li> <li>• Improved tenancy sustainment</li> </ul>
		Develop operational procedures for the floating support service and agree on referral arrangements	CW	Year 2	
<b>3.2</b>	<b>Develop liaison and mediation services which look to resolve the conflict between landlords and tenants at the outset.</b>	Have better local and regional intelligence as to why private rented tenancies are ending and target prevention work accordingly	CW/HOT	September 2020	<ul style="list-style-type: none"> <li>• Reduction in homelessness due to the end of private rented tenancies</li> <li>• Customers feeling more secure within the private rented sector</li> <li>• Reduction in the use of temporary accommodation and B&amp;B</li> <li>• Increase in the number of households supported to retain their existing accommodation</li> </ul>
		Provide a responsive service to prevent homelessness arising from the private rented sector. Consider a dedicated Private Sector Liaison Officer post providing responsive support to landlords and tenants	CW	January 2021	
		Promote the service to private sector landlords	CW/JC	January 2021	

Action	Task	Lead	Timescale	How we will measure success
<b>3.2 cont</b>	Ensure that Discretionary Housing Payment funds are fully utilised for prevention activities.	CW/DD	August 2020	<ul style="list-style-type: none"> <li>• Fully committed DHP budget</li> <li>• Increase in the number of cases receiving DHP to prevent homelessness occurring</li> </ul>
	Assess the impact of changes to the ending of private rented tenancies and put mitigations in place	CW	Year 2	
<b>3.3</b> <b>We will conduct further mapping of mediation services available in the district to adopt formal referral mechanisms from the Housing Options Service.</b>	Ensure that an effective home visiting and mediation service is available for those threatened with homelessness due to family eviction	CW	Year 2 – 3	<ul style="list-style-type: none"> <li>• Increase in homeless prevention and relief outcomes</li> <li>• Growth in the number of households supported to retain their existing accommodation</li> <li>• A decrease in homelessness against the main causes of homelessness</li> </ul>
	Develop a service level agreement with existing relationship counselling/mediation services for those threatened with homelessness due to relationship breakdown	CW	Year 2- 3	

<b>Priority 4 – Ensure that no one has to sleep rough in Craven and where they do a rapid response will assist them into suitable accommodation</b>					
<b>Action</b>		<b>Task</b>	<b>Lead</b>	<b>Timescale</b>	<b>How we will measure success</b>
<b>4.1</b>	<b>Ensure that we have an accurate understanding of the extent of rough sleeping across Craven</b>	Develop an accurate intelligence base to understand the number of rough sleepers across Craven through more effective data capture	RSTG	Year 2	<ul style="list-style-type: none"> <li>Accurate intelligence base into the nature and extent of rough sleeping across Craven</li> </ul>
		Undertake research to understand the nature and extent of rough sleeping within the rural areas of the Borough	RSTG	Year 2	
<b>4.2</b>	<b>Develop a coordinated and responsive service to prevent and reduce rough sleeping</b>	Develop an effective supported reconnection policy	RSTG	Year 2	<ul style="list-style-type: none"> <li>Effective reconnection policy in place, with a reduction in the number of people sleeping rough with no local connection</li> </ul>
		Ensure that the Street Link service is well publicised and linked into local services.	RSTG	2020	<ul style="list-style-type: none"> <li>More effective reporting of rough sleeping by communities</li> </ul>
		Ensure a targeted and strategic approach to preventing and responding to rough sleeping by setting up a rough sleeper task group	Homeless Forum	June 2020	<ul style="list-style-type: none"> <li>Nobody spends a second night sleeping rough</li> <li>Reduction in the number of people sleeping rough</li> <li>An offer of accommodation is available for any rough sleeper choosing to engage with services</li> </ul>

Action	Task	Lead	Timescale	How we will measure success
<b>4.3 Develop a clear accommodation pathway from the streets into settled accommodation, with a range of options to meet the diverse needs of the client group</b>	In partnership with Horton Housing secure long-term funding for Pinder House	CW/PS/GHC	Dec 2020	<ul style="list-style-type: none"> <li>An effective accommodation pathway providing a range of accommodation solutions for people sleeping rough</li> </ul>
	Develop units of Move On Accommodation for Rough Sleepers	GHC	March 2020	<ul style="list-style-type: none"> <li>Nobody spends a second night sleeping rough</li> </ul>
	Ensure that there are rapid rehousing options for all rough sleepers identified including an NSNO offer	RSTG	October 2020	<ul style="list-style-type: none"> <li>Reduction in the number of people sleeping rough in Craven</li> </ul>
	Explore the feasibility of developing Housing First and learn from the pilots across England and Wales	CW	Year 2-3	<ul style="list-style-type: none"> <li>An offer of accommodation is available for any rough sleeper choosing to engage with services and come off of the streets</li> <li>Long term funding of Pinder House is secured</li> </ul>

<b>Priority 5 - Develop more affordable housing options and sustainable move-on arrangements from supported housing</b>					
<b>Action</b>		<b>Task</b>	<b>Lead</b>	<b>Timescale</b>	<b>How we will measure success</b>
<b>5.1</b> <b>Ensure that the emerging Local Development Plan continues to recognise the demand for affordable housing in the district</b>		Provide evidence to support the need for more affordable and social housing in the Local Development Plan	JK	Dec 2020	<ul style="list-style-type: none"> <li>• Increase in the number of affordable homes developed</li> <li>• Growth in the number of social homes developed</li> <li>• Growth in the development of affordable one-bedroom accommodation</li> </ul>
		Ensure the local development plan identifies the need for single person's affordable housing	JK	Dec 2020	
<b>5.2</b> <b>Review the social housing allocation policy to ensure that it supports prevention and relief activity, and maximise access for homeless households</b>		Ensure that homeless customers and those threatened with homelessness receive adequate priority for social housing through the allocation policy	CW/NYHC	Year 3 - 5	<ul style="list-style-type: none"> <li>• Increased number of Housing Options customers successfully accessing social housing</li> </ul>
		Ensure that clients with complex needs can access social housing	CW/NYHC	Year 2 - 3	

Action	Task	Lead	Timescale	How we will measure success
<b>5.3</b> <b>Develop a comprehensive private sector landlord offer, that enables clients not only to access the private rented sector but also to sustain this accommodation successfully</b>	Review Landlord incentives and develop a competitive landlord offer	CW/HOT	June 2020	<ul style="list-style-type: none"> <li>• Increased access for Craven Housing Options customers into the private rented sector</li> <li>• Increased number of private rented landlords working with Craven Housing Options</li> <li>• Competitive landlord offer in place</li> </ul>
	Seek to increase the supply of private rented accommodation through marketing campaign and raise awareness of the Council's landlord offer	CW/LLF	Dec 2021	
	Assess the financial feasibility of the Council leasing properties from private landlords to be used as prevention/relief solutions and final offers	CW	Dec 2022	
	Identify opportunities for empty properties to be brought back into use and targeted at clients in need	ED/JK	Dec 2020	
<b>5.4</b> <b>Work with landlords to develop more options and provision for single people, specifically for people under the age of 35, including lodgings and house shares.</b>	Develop a shared house scheme to meet the needs of single people aged under 35 with lower support needs, and learn from best practice	CW	Dec 2020	<ul style="list-style-type: none"> <li>• Move affordable accommodation options are available for under 35s</li> <li>• Increased provision of accommodation available within the LHA shared room rate</li> </ul>

Action	Task	Lead	Timescale	How we will measure success
5.5 <b>Develop a package of support needed to facilitate successful move-on arrangements from supported accommodation</b>	Ensure that tenants in supported accommodation are ready to move on and have the necessary skills	Horton Foundation	Ongoing	<ul style="list-style-type: none"> <li>• Customers only in supported accommodation for as long as they require support</li> <li>• Timely move on from supported housing</li> <li>• High levels of tenancy sustainment for clients moving on from supported accommodation</li> </ul>

CW = Claire Willoughby

HOT = Housing Options team

DD = Deborah Davies

NP = Nina Pinder

GHC = Gudrun Haskins Carlisle

RSTG – Rough Sleeper Task group

SH = Sharon Hudson

NYHC = North Yorkshire Home Choice

JK = Jenny Kerfoot

PS = Paul Shevlin

NYCHG – County Homeless group

ED = Erin Duckworth

JC = Jenny Cornish

NYCC = North Yorkshire County Council