

Strategic objective Developing Appropriate Provision, Support and Services for Young People

Task	Description	Priority	Lead role & links	Resource implications	Target date	Risk/ Assumption
Set up youth homelessness joint assessments	Evaluate the pilot in place with the Youth Enquiry Service (YES), carrying out assessments on behalf of the Council Refine referral mechanisms Develop a wider common assessment process along the lines of Bolton's Child Concern model	H	Youth Homelessness Group chaired by Head of Children & Families	No Additional Costs	Year 1 - 2 Evaluate pilot by March 2004	Social Services funding to YES continues
Increase support for vulnerable young homeless people living in temporary accommodation	Identify weaknesses in support. Provision of additional intensive support to homeless 18+ former care leavers in B&B/temporary accommodation.	H	NCH Link to YES floating support scheme	ODPM booster funding of £20,000. PCC Homelessness core budget from March 2004	Year 1 Start August 2003	Medium Term Financial Plan agreed/core budget protected

Raise awareness of housing rights & issues	Work in schools and colleges and institutions. Work in partnership with YES and other agencies to achieve this. Regular media reality checks. Service based reality checks. Make links to the Community Cohesion bids, Young Peoples panel and focus groups to obtain views of homelessness services	L	YES Connexions PCC Community Learning Department	No additional costs in short term. Increased staff capacity part of MTFP Community Cohesion Pathfinder funding	Ongoing	MTFP agreed. If not, more limited capacity
Introduce a mediation scheme	Target the scheme at tackling parental & family evictions, a main cause of homelessness	H	Plymouth City Council Housing Resources Manager	ODPM booster funding to March 2004 £15K. Also Children & Families joint funding. Homeless core funding from March 2004	Year 1 August 2003	Level of core funding dependent on success of pilot scheme
Develop provision for young people with complex needs	Identify the need and best option for meeting need in respect of either new or existing scheme based projects	H	Plymouth City Council Strategy & Enabling team	PCC housing capital budget. Supporting	Year 3 - 4	Dependent on clear need being identified.

				People and housing benefit for revenue		Revenue dependent on Supporting People
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Strategic objective

Improving support for homeless households

Task	Description	Priority	Lead role & links	Resource implications	Target date	Risks/ Assumptions
Research models of delivery for improving access to health services	To ensure access to care for households until they move into settled accommodation and are able to register with providers in the usual way.	H	Plymouth Housing Forum	Social Inclusion Fund & Our City's Health bid for £50,000 for 3 years	YEAR 1 Commence December 2003	Progress dependent on successful bid
Review the scope of current tenancy support provision	<p>Identify and address any gaps in provision, especially in respect to preventing repeat homelessness. Undertake mapping exercise based around Supporting People programme</p> <p>Increase provision of accommodation with multi agency support and tenancy support for persistent ex-offenders participating in drug treatment programmes</p>	M	<p>Plymouth Housing Forum with Supporting People Team</p> <p>Devon & Cornwall Constabulary</p>	<p>Within existing staff roles/ Supporting People funding</p> <p>Invest to Save round 6 funding bid for £1.3M over 3 years. Prison resettlement budgets</p>	<p>Year 1 Commence January 2004</p> <p>Year 1 onwards</p>	<p>Sufficient data held by Supporting people team</p> <p>Successful bid. Public and private sector to be utilised</p>

Improve tenancy support for former SHIP residents	Redefine the resettlement and tenancy support roles for residents of the SHIP hostel. I identify an alternative provider of tenancy support.	M	Plymouth City Council Housing Resources Manager	Supporting People "windfall" to cover initial dedicated post	Year 1 Commence by October 2003	Longer term funding should be from Supporting People
Provide more specialist services at points of first contact	PCC Social Worker seconded post based within Homeless Persons unit. I identify needs, improve care packages Develop effective systems for monitoring	H	Plymouth City Council Housing Resources Manager	ODPM booster funding of £20,000. Social & Homelessness Services joint core funding from March 2004. Post identified as part of housing structure - from MTFP	Year 1 Commence September 2003	More effective use of current social worker

Strategic objective

Improving prevention of homelessness

Task	Description	Priority	Lead role/Links	Resource implications	Target date	Risks/ Assumptions
To make prevention the focus of homelessness services	Re focus the Council's housing service to facilitate prevention and early intervention	H	Plymouth City Council Housing Management Team	PCC structure proposals as per MTFP. ODPM booster funding for specific posts to March 2004	Year 1 Start August 2003	MTFP not agreed
Reduce homelessness by evictions due to rent arrears, multiple debts etc	Appoint a Homeless Prevention Officer specifically to offer welfare advice, assist with housing benefit claims and general benefit entitlement	H	Plymouth Housing Forum. Link to Welfare Rights Unit	SRB/SIP funding £25,000 p.a. for 3 years. Possible ODPM under	Year 1 Start December 2003	Dependent on successful bid. If no funds from grant, match fund from homeless core

				funding		budget
Better working with HB	Need to involve HB more actively in the delivery of homelessness services Set up HB liaison meeting with key agencies Explore better use of discretionary housing benefit fund, fast tracking of claims, links with the private sector	H	Homelessness Forum	No additional resources. Flexible use of discretionary benefit fund	Year 1 January 2004	Requires co-operation from housing benefit service
Co-ordinate and maximise housing advice	Produce customer information leaflets. Make them available in all possible outlets (GP surgeries, play groups etc). Develop co-ordinated advice provision involving all advice agencies	M	Homelessness Forum Homelessness Strategy Officer	Existing multi agency resources. Forum to identify funding	Year 2	Multi-agency coordination required
Introduce home visiting	Recruit a Tenancy Rescue (Outreach) Worker to work closely with HB and the mediation provider	H	PATH	ODPM booster funding to March 2004. Post on PCC structure as per MTFP	Year 1 Commence September 2003	MTFP not agreed. Should lead to longer-term reductions in costs due to prevention work.
Introduce a mediation scheme	If scheme for parental evictions is successful, expand to include family and landlord disputes	H	Plymouth City Council Housing	From former bed & breakfast	Year 2	Assumes successful pilot scheme

			Resources Manager	budget		
Increase options to victims of domestic violence	Apply scheme similar to Harrow's Sanctuary model to improve security measures where client wishes to remain in home	H	Domestic Violence Coordinator	ODPM booster funding for 2003/4 matched by Community Safety	Year 1.	Service provider needs to be identified by Sep 2003.

Strategic objective

Improve existing services

Task	Description	Priority	Lead role and Links	Resource implications	Target date	Risks/ Assumptions
Implement actions to enhance race equality	<p>Ensure ethnicity data is properly recorded.</p> <p>Audit each stage of the homeless application to ensure fairness and equity.</p> <p>Ensure key documents are available in main languages.</p> <p>Ensure interpretation is available to front line services.</p>	H	Service Managers. Link to Anti Racism Task Force.	<p>No additional costs.</p> <p>PCC core asylum seeker & refugee budget in short term. Pooled agency funding agreed for development of medium term pooled service.</p>	<p>Year 1</p> <p>Year 1 +</p>	<p>Data is available. No additional software is required.</p> <p>Costs of translating key documents will be within current budget level.</p>

	I identify need for further move on accommodation for refugees, particularly a women-only facility	M	Supporting People Team. Link to ASR Providers	Supporting People funding and housing benefit	Year 2/3	Sufficient demand. Outcome of Supporting People review of existing schemes.
Monitor services provided by the Homeless Persons Unit	Develop a programme of continuous improvement, using feedback from internal audit carried out in June 2003 and ODPM visit. Implement minimum service standards Develop ongoing knowledge based training and improve induction training for new staff. Improve all information to service users	H	Plymouth City Council Housing Resources Manager Link to Homelessness Forum. Training link to Shekinah Mission	Within existing staffing roles. Enhanced if PCC structure approved as per MTFP. Open College training at nil/minimal cost.	Year 1 Commence September 2003	Enhanced if MTFP agreed. Training is available that reflects needs
Convene a homelessness forum	To co-ordinate services and encourage a joined up approach. Tackle multi-agency issues. Deliver and monitor the homelessness strategy	H	Plymouth Housing Forum/Homelessness Strategy Officer	Within existing staffing roles	First meeting by Sept 2003	Agencies are willing to participate
Appoint a Homelessness	To provide dedicated assistance to the Homelessness Forum	H	Plymouth City Council	Funded from the Councils	Year 1 Start Sep	None

Strategy Officer	To drive, with the Forum, the homelessness strategy forward		Housing Resources Manager	core homelessness strategy budget	2003	
Develop an inter-agency homelessness protocol	Use best practise to devise a model suitable for Plymouth Develop a protocol and joint training Establish a monitoring group to ensure adherence and consistency	M	Plymouth City Council Strategy Officer Link to Devon Homelessness Strategy Research Officer	No additional costs	Year 2	Use good practice models already in place elsewhere
Co-ordinate mechanisms for seeking customers views	Develop exit questionnaires Develop an annual survey Explore the possibility of user representation on the Homelessness Forum Explore possibility of holding regular / annual user focus groups Examine opportunity for obtaining information from different client groups	M	Homelessness Forum. Link to PCC and Community Legal Services Partnership	Some funding from PCC homelessness consultation core budget. Homelessness forum to identify external funding	Ongoing	Homelessness Forum to identify lead and service user representatives
Make use of the Councils website for	Make available all application forms, customer advice leaflets,	L	Plymouth City Council	Plymouth City Council	Year 2 Onwards	Link between Forum and PCC

homelessness information	homelessness leaflet, details of letting agents etc		Strategy Officer Link to Homelessness forum and PCC website development group	corporate funding		corporate group established
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Strategic objective

Increasing temporary accommodation & alternatives to B&B

Task	Description	Priority	Lead role/Links	Resource implications	Target date	Risks/ Assumptions
Introduce a private sector leasing scheme	Scheme set up in May 03 and aims to provide 40 properties within the first year	H	PCC Empty Homes Officer. Link to Tamar Housing Society	Largely self-financing. Top up from PCC short term leasing core budgets. Set up costs from ODPM funding	Launched May 2003. First let July 2003.	PCC staffing capacity sufficient for development. Void rates kept at minimal levels.
Develop a homeless at home scheme	Work up in conjunction with the HPU Develop policies, procedures, standard letters and a customer information leaflet Ensure support is available to scheme users	H	Homeless Strategy Officer	To be determined following scheme development	Year 1	Scheme is appropriate/ effective

Expand furnished lets schemes	Expand existing furnished lettings scheme.	M	PCC Housing Resources Manager	From PCC short term leasing and/or HRA core budgets.	Year 2	Current Council and private sector schemes need evaluating
Investigate the use of LAWN	Explore options for referrals to other areas	L	Housing Strategy Research Officer	Initial work within existing staffing roles	Year 2	Appropriateness to Plymouth?
Provision of a wet hostel	Develop a scheme to enhance and complement the Gates project	L	RSI Steering Group	PCC Housing Capital budget est. £20,000 Revenue costs from Housing Benefit/Supporting people. Possible ODPM funding	Year 4-5	Nature of scheme needs to be clear. Part of future single homeless/rough sleeper strategy

Strategic objective

Access to permanent accommodation

Task	Description	Priority	Lead role/Links	Resource implications	Target date	Risks/ Assumptions
Review the housing register policy to ensure it supports the aims of the homelessness strategy	Complete a review of the current lettings policy, including full consultation via service review groups	M	PCC Homelessness and Allocations Manager	From existing PCC core homelessness consultation budget	Year 1-3 Complete review by May 2004	Link to North Devon choice based lettings feasibility work. PCC Member's Manifesto commitment.
Investigate how choice based lettings can impact on homelessness	Consider the outcome of the national evaluation of the choice based lettings pilot scheme	M	PCC Homelessness & Allocations Manager	No additional costs	Year 2-3 Introduction by 2005	Relevance of pilot schemes to Plymouth
Work on the Devon Joint Housing Register	Complete feasibility study on different models. Develop and implement agreed scheme	L	Devon Housing Partnership	ODPM: IEG funding £50k secured	Year 1-3 Commence 2003	PCC continues as key partner

Strategic objective

Make use of private sector housing

Task	Description	Priority	Lead role/Links	Resource implications	Target date	Risks/ Assumptions
Establish Urban Care Service	Develop a comprehensive one stop service for private sector tenants, owners, and landlords	M	PCC Housing Strategy and Development Manager. Link to Housing Resources Manager	ODPM PSA bid submitted for feasibility work Implementation costs to be identified within next strategy	Year 1 - feasibility 2006/7- complete implementation	Dependent on successful bid Model dependent on outcome of feasibility work
Expand the deposit scheme	Expand existing scheme to include other client groups i.e. for substance misuse, young homeless.	H	Homelessness Forum. Link to Drug Strategy Group.	PCC core homelessness budgets. Possible ODPM and/or DAT funding	Ongoing	Evaluate existing schemes to assess effectiveness and value for money

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Strategic objective

Improve data available on homelessness

Task	Description	Priority	Lead role/Links	Resource implications	Target date	Risks/ Assumptions
Review data collection on homelessness	Review data collection methodology Set up systems to ensure key managers are kept informed of progress against targets / budgets	H	PCC Housing Resources Manager/Homlessness & Allocations Manager	No additional costs	Ongoing	Commence with PCC held data, then link to other agencies. No additional software required.
Develop a city wide complementary recording system	Consider models of unique referencing systems. Allows for more sophisticated need assessments.	M	Homelessness Forum	Funding source to be identified by Forum. Possible ODPM grant funding	Year 3	Forum to consider practice models in place elsewhere.