

# Single Homeless and Rough Sleepers Strategy 2006-09

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<b>SINGLE HOMELESS AND ROUGH SLEEPERS STRATEGY 2006-09</b>					
<b>Strand A</b>	<b>Maintain a Target of Reducing Rough Sleeping in Cambridge to 10 or Below or as Near to Zero as Possible</b>				
<b>Priority</b>	<b>Objective</b>	<b>Date</b>	<b>Lead</b>	<b>Key Tasks</b>	<b>Critical Success Factors</b>
High	Adopt measures to relieve the pressure of inward migration into Cambridge	Year 1		Develop a Reconnections Policy operating within the framework set out by the Office of the Deputy Prime Minister (ODPM)	<ul style="list-style-type: none"> <li>➤ It will form part of Cambridge City Council's cross-authority work to tackle and prevent homelessness generally</li> <li>➤ It needs to be a client – centred assertive resettlement process</li> <li>➤ Needs to be developed with key stakeholders on a national basis</li> <li>➤ A reconnections policy would need to be adequately resourced</li> </ul>

High	Reshape emergency/limited bed space provision in the city to deliver an assessment centre model	Year 1		<ul style="list-style-type: none"> <li>➤ Form an assessment team</li> <li>➤ Deliver a residential assessment centre including day time occupancy</li> <li>➤ Prioritise access for rough sleepers</li> <li>➤ Convert dormitories to single occupancy rooms</li> </ul>	<p>Proposed changes will need to emphasise the need to:</p> <ul style="list-style-type: none"> <li>➤ Contribute to reducing inward migration</li> <li>➤ Focus on reducing rough sleeping numbers</li> <li>➤ Improve the flow of clients progressing to move on accommodation</li> <li>➤ Ensure that this work dovetails with other developments on reconnections and assessment</li> </ul>
High	Reassess current systems for initial assessment of clients and implement recommendations for improvement	Year 1		<p>Establish a more holistic system involving:</p> <ul style="list-style-type: none"> <li>➤ A more thorough approach looking at reconnection, need, risk and resettlement</li> </ul>	<ul style="list-style-type: none"> <li>➤ Multi agency agreement is required</li> <li>➤ Decisions cannot be divorced from discussions on reconnections or direct access provision</li> </ul>

High	Increase move on opportunities for clients in the hostel system	Year 1		<ul style="list-style-type: none"> <li>➤ Improve access to the private rented sector for those in the hostel system or move on shared house provision</li> <li>➤ Develop a clearer focus and purpose for shared house provision in Cambridge</li> <li>➤ Assess need and scope for further shared housing provision as a permanent option</li> <li>➤ Extend reconnections support into 2<sup>nd</sup> stage hostels to allow more clients to take up housing options in other parts of the country</li> <li>➤ Conduct a regular hostel move on audit</li> </ul>	<ul style="list-style-type: none"> <li>➤ Additional resources will be required to free up private rented sector access and extend reconnections support into stage 2 hostels</li> <li>➤ Need for shared housing providers to reshape their referral criteria and support to meet the strategic need for specialised provision</li> </ul>
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## SINGLE HOMELESS AND ROUGH SLEEPERS STRATEGY 2006-09

<b>Strand B Improve Rehabilitation Outcomes for Drug and Alcohol Users</b>					
<b>Priority</b>	<b>Objective</b>	<b>Date</b>	<b>Lead</b>	<b>Key Tasks</b>	<b>Critical Success Factors</b>
High	Conduct a comprehensive review of the Red Phoenix Unit	Year 1	ECHG	Assess location, model of housing provision, need for structured day care and specialist mainstream drug and alcohol support	Model requires multi-agency agreement and agreed model of practical support. Steering Group needs to fulfil this function.
High	Facilitate access to structured day care for clients	Year 1	CCC & DAAT	Develop stronger links between housing providers and the Structured Day Care Coordinator	<ul style="list-style-type: none"> <li>➤ Housing Providers need to acknowledge the significance of structured day care and the part it plays in rehabilitation</li> <li>➤ Key workers need to be supported to take a proactive approach with clients</li> <li>➤ Structured Day Care Co-ordinator Needs to work in close partnership with housing providers</li> </ul>
High	Launch Drugs Protocol for Cambridge	Year 1	CCC DAAT Police ECHG W' comfort Cyrenians	Organise launch, publicity and follow up rolling programme of training for staff	<ul style="list-style-type: none"> <li>➤ Training is effectively delivered</li> <li>➤ Protocol becomes a working document</li> <li>➤ Individual agency policies do not conflict with the protocol</li> </ul>

High	Develop targeted work with street drinkers and re-evaluate the need for wet centre provision	Ongoing	Street Drinkers Task group	Interventions and outcomes for street drinkers need to be closely monitored	<ul style="list-style-type: none"> <li>➤ An assessment of the support mechanisms in place for the Adult Outreach Worker is required</li> <li>➤ An assessment of the need for Wintercomfort to develop an outreach service is required</li> </ul>
High	Develop planned housing pathways for clients leaving rehabilitation and returning to Cambridge	Year 1	CCC & DAAT Other local authorities	<ul style="list-style-type: none"> <li>➤ Develop an agreed protocol for housing for clients who have successfully managed rehab</li> <li>➤ Aim to forge reciprocal agreements with other local authorities to house clients who do not wish to return to where they came from</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clients must be resettled into appropriate housing quickly and efficiently upon return from formal or informal rehab</li> </ul>
High	Enhance relationships between The City Council, partner agencies and substance misuse services	Ongoing	CCC Voluntary sector partners DAAT CDIP DAS	<ul style="list-style-type: none"> <li>➤ Speedier access to treatment for the client group</li> <li>➤ A greater range of modalities of treatment</li> <li>➤ Review current detox provision</li> </ul>	<ul style="list-style-type: none"> <li>➤ Partnership agreement required with substance misuse services</li> </ul>

## SINGLE HOMELESS AND ROUGH SLEEPERS STRATEGY 2006-09

<b>Strand C</b> Improve the Quality of Single Homeless and Rough Sleeping Services in Cambridge					
Priority	Objective	Date	Lead	Key Tasks	Critical Success Factors
Medium	Improve inter-agency communication and understanding at operational level	Ongoing	CCC/All	<ul style="list-style-type: none"> <li>➤ CCC to lead on joint training programme for front line staff</li> <li>➤ CCC to lead on establish a yearly forum for front line staff</li> <li>➤ Key partners to organise joint events, training and staff day release to other projects</li> <li>➤ Explore the possibility of a regular bulletin for front line staff</li> </ul>	<ul style="list-style-type: none"> <li>➤ Forums need to have a focus on improving communication and joint working and assessing best and worst practice</li> <li>➤ CCC needs to develop close consultation with agencies when developing annual joint training programme</li> </ul>
Medium	Forge closer links with the Supporting People Team to help drive up standards	Ongoing	CCC & SP	CCC to consult with SP on services (or aspects of services) that require improvement and offer support to those services	<ul style="list-style-type: none"> <li>➤ CCC needs to adopt a partnership approach with front line agencies in order to forge a common desire to drive up standards</li> <li>➤ CCC needs to develop a closer working relationship with SP at operational level</li> </ul>

High	Improve standards in the larger hostels	Years 1 & 2	CCC & ECHG	Undertake external evaluation of Willow Walk and Victoria Road hostels using the <i>Hostels Toolkit</i> as developed by ODPM	<ul style="list-style-type: none"> <li>➤ External consultant required</li> <li>➤ Follow up action plan required to implement recommendations</li> </ul>
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### SINGLE HOMELESS AND ROUGH SLEEPERS STRATEGY 2006-09

<b>Strand D</b>	<b>Develop Common Assessment Systems</b>				
<b>Priority</b>	<b>Objective</b>	<b>Date</b>	<b>Lead</b>	<b>Key Tasks</b>	<b>Critical Success Factors</b>
Medium	Reduce duplication and improve access to assessments by developing common core assessments	Years 1 & 2	CCC	Achieve common agreement on information required under a common assessment system and implement an internet-based system	<ul style="list-style-type: none"> <li>➤ Multi- agency agreement required</li> <li>➤ Referral forms must be scaled down as a consequence</li> <li>➤ Data protection issues need to be adequately assessed and responded to</li> <li>➤ System must result in speedier access to assessments</li> <li>➤ A shared ban list must be developed in conjunction with this and the possibility of a common approach to bans should be explored</li> </ul>

## SINGLE HOMELESS AND ROUGH SLEEPERS STRATEGY 2006-09

<b>Strand E</b>					
<b>User Involvement</b>					
<b>Priority</b>	<b>Objective</b>	<b>Date</b>	<b>Lead</b>	<b>Key Tasks</b>	<b>Critical Success Factors</b>
Low	Improve quality of services based on service user input	Ongoing	CCC/ All	<ul style="list-style-type: none"> <li>➤ Encourage partners to develop effective ways of recording the views of service users from both formal and informal settings</li> <li>➤ Consider developing service users to canvass views amongst their peers</li> </ul>	Service user opinion must be canvassed independently in addition to organisational surveys
Medium	Consult service users on key policy developments or changes	Ongoing	CCC	Homelessness Monitoring and Information Officer to lead on consultations	<ul style="list-style-type: none"> <li>➤ Consultation must be specific to particular policy developments</li> <li>➤ Potential outcomes must be made clear to service users</li> <li>➤ Results must be fed back to users via the Willow Walker or alternative communication mediums</li> </ul>

## SINGLE HOMELESS AND ROUGH SLEEPERS STRATEGY 2006-09

<b>Strand F Tackling Anti Social Behaviour in Cambridge</b>					
<b>Priority</b>	<b>Objective</b>	<b>Date</b>	<b>Lead</b>	<b>Key Tasks</b>	<b>Critical Success Factors</b>
Varied	Implement the Street Life Action Plan 2005-08	Years 1 & 2	CCC	See appendix 1 (Street Life Action Plan)	<ul style="list-style-type: none"> <li>➤ Reduction in numbers conducting a street-based lifestyle</li> <li>➤ Reduction in instances in begging in Cambridge</li> <li>➤ Reduction in street drinking related crime</li> <li>➤ Tackle inward migration of street life clients to Cambridge</li> </ul>
High	Review target groups for larger hostels	Year 1	CCC ECHG SP	Consultation with key partners including local residents	<ul style="list-style-type: none"> <li>➤ Need to ensure that balance is struck between delivering effective support for clients with complex needs reducing incidences of anti social behaviour</li> </ul>
Medium	Review current measures to tackle drug related activity in and around larger hostels	Year 2	Police CCC ECHG CDIP	City Council, Police and English Churches Housing Group to assess whether a coordinated approach is required to improve the status quo	<ul style="list-style-type: none"> <li>➤ Measures need to be practical, workable and tailored to resources available</li> </ul>

## SINGLE HOMELESS AND ROUGH SLEEPERS STRATEGY 2006-09

<b>Strand G Implement Effective Homelessness Prevention Strategies</b>					
<b>Priority</b>	<b>Objective</b>	<b>Date</b>	<b>Lead</b>	<b>Key Tasks</b>	<b>Critical Success Factors</b>
Medium	Ensure that the Choice Based Lettings System for Cambridge introduces adequate safeguards to ensure that particularly vulnerable clients are able to use the system on and can subsequently sustain tenancies	Year 2	CCC	<ul style="list-style-type: none"> <li>➤ Dovetail the Allocations Review Panel (ARP) with Move on Pathways</li> <li>➤ Ensure that clients flagged as needing significant support are automatically registered at the Tenants at Risk forum</li> <li>➤ Ensure that vulnerable applicants have advocates who are fully conversant with the system</li> </ul>	Support plans need to be in place for all clients with high social and medical points Support plans should be made accountable via the new-look ARP and Tenants at Risk

Medium	Develop and consolidate the Tenants at Risk Forum	Year 1	CCC	<ul style="list-style-type: none"> <li>➤ Review the referral system for the meeting</li> <li>➤ Improve communication flow between Tenancy Enforcement Panel (TEP), Rent Arrears Panel (RAP) and Tenants at Risk</li> <li>➤ Consider the need to include Registered Social Landlords</li> </ul>	The value of Tenants at Risk needs to be sold both internally and to external agencies, as does the need to ensure that communication flows effectively to and from this meeting
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High	Reduce levels of homelessness caused by family breakdown	Year 1 or 2	CCC	<ul style="list-style-type: none"> <li>➤ Assess the effectiveness and take up of the Cambridge Mediation Service</li> <li>➤ Ensure that young persons' housing projects (eg Cambridge Youth Foyer, YMCA etc.) have effective family reconciliation strategies</li> <li>➤ Explore best practice in other parts of the UK</li> </ul>	Centre 33 Advice and Advocacy Worker and Homelessness Prevention Officer need to be at the heart of this work
Medium	Consolidate and Develop the Young Persons' Advice and Advocacy Worker role	Ongoing	Centre 33 CCC	Develop existing work on pre-tenancy training, work in schools, liaison with mediation service and referral into housing projects	Maintaining funding for this post is high priority

High	Develop two or more training Flats for the single homeless and rough sleeping client group	Year 1	CCC King Street Housing Street Outreach Team	<ul style="list-style-type: none"> <li>➤ All parties to agree SLA</li> <li>➤ Two flats to be identified</li> <li>➤ Secure funding beyond year 1</li> </ul>	<ul style="list-style-type: none"> <li>➤ Regular move on (at 6-12 months) must be available</li> <li>➤ Street Outreach Team must have access to the accommodation</li> <li>➤ Adequate systems must be in place to route clients back into the hostel system where the programme is not working</li> </ul>
Medium	Explore the need for more flexible tenancy sustainment services in Cambridge	Years 1 & 2	CCC SP	Assess effectiveness of tenancy sustainment services to clients with complex needs	Any proposed changes should be piloted to assess effectiveness
Medium	Re-establish the prison release procedure with NACRO	Year 1	CCC NACRO Probation/ Prison Service CARAT Teams CDIP	Establish links with NACRO to develop an early warning system for prisoners being released to no fixed abode	<ul style="list-style-type: none"> <li>➤ Needs to be targeted at prisons in the locality that release prisoners to Cambridge</li> <li>➤ Effective monitoring</li> </ul>
Low	Consolidate and develop the Hospital Discharge Procedure	Ongoing	CCC Cambridgeshire and Peterborough MH Trust	<ul style="list-style-type: none"> <li>➤ Continue to work with C&amp;P MH Trust to improve procedures</li> <li>➤ Develop a similar system for general ward discharge</li> </ul>	<ul style="list-style-type: none"> <li>➤ Regular liaison meetings and reinforcement of the procedure</li> <li>➤ Effective monitoring</li> </ul>

Low	Implement the recommendations of the Youth Homelessness Strategy Group	Years 1-3	CCC Office of Children and Young People's Services (OCYPS)	Assess viability of implementing recommendations on: <ul style="list-style-type: none"> <li>➤ Prevention</li> <li>➤ Common Assessment</li> <li>➤ Regular and robust scrutiny of the allocations process (JAP)</li> <li>➤ Services for young people with high needs</li> </ul>	<ul style="list-style-type: none"> <li>➤ Strategy group needs to produce clear recommendations and see them through to completion</li> </ul>
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## SINGLE HOMELESS AND ROUGH SLEEPERS STRATEGY 2006-09

Strand H	Development of New Services / Meeting Health Needs				
Priority	Objective	Date	Lead	Key Tasks	Critical Success Factors
High	Develop support and resettlement services for older single homeless people	Years 1 & 2	CCC SP	<ul style="list-style-type: none"> <li>➤ Secure future funding for the Older Person's Project Worker</li> <li>➤ Review range and appropriateness of housing options for older homeless people</li> <li>➤ Assess need for long term tenancy sustainment support for older homeless people</li> </ul>	<ul style="list-style-type: none"> <li>➤ Production of more long term resettlement options for homeless people</li> <li>➤ Success must be measured by reduction in the numbers of older people stuck in inappropriate accommodation with inadequate support</li> </ul>
High	Develop a range of specialist counselling services	Years 2 & 3	CCC	Review the need for specialist counselling (eg anger management, bereavement, victims of violence etc.)	Robust research required before developing services in this area
Low	Explore the need to develop services for Sex Workers	To be advised	Sex Workers Task Group	SWTG to develop recommendations for consideration by the partnership	To be determined

Medium	Improve levels of nutrition amongst service users	Years 2 and 3	Winter-Comfort Assessment Centre and hostel providers	Develop a food and health education project	<ul style="list-style-type: none"> <li>➤ Must be promoted effectively by partner agencies</li> <li>➤ Needs to combine basic cooking skills with nutritional education</li> </ul>
High	Consolidate the Access Surgery Service	Year 1	PCT CCC	Secure funding stream, strategic support and acknowledgement of the role the surgery plays in providing primary health care to a socially excluded group	PCT and CCC must work together to secure the future for this service

### SINGLE HOMELESS AND ROUGH SLEEPERS STRATEGY 2006-09

<b>Strand I</b>	<b>Improve the status, confidence and skills base of the single homeless population in Cambridge</b>				
<b>Priority</b>	<b>Objective</b>	<b>Date</b>	<b>Lead</b>	<b>Key Tasks</b>	<b>Critical Success Factors</b>
Medium	Implement the Meaningful Activity Action Plan (attached at appendix 2)	Years 1-3	CCC	Secure funding for and employ a Meaningful Activity Coordinator to implement the action plan	A common assessment tool needs to be developed so that progress amongst the client group can be objectively assessed