

Hull's Programme to deliver Enhanced Housing Options

Objective I: Culture change programme – personalised outcome based services and monitoring the customer journey

Objective II: Increasing choice/control/independence through integrating Housing and life opportunities – employment, training and volunteering

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Introduction to Hull's Programme *(to be inserted when content approved)*

Baseline & Evaluation

Key Indicators

Enhanced Housing Options will contribute towards key National Indicators, with a specific emphasis on the following indicators of success. These will be monitored as part of the management information reports which will be developed early in the programme, and will report quarterly from June 2009 to Service Improvement Groups, Community and Local Government, Working Neighbourhoods Fund and ONE Hull.

Meeting housing need with a wider range of solutions

	Baseline	Target March 2011	Comments/methodology
Number of accredited PRS landlords	140 (profiled to 31.3.08)	170 (additional 30)	Encourage accreditation through a range of partnership projects
Number of clients sign-posted to low cost home ownership advice	20 (profiled cases of customers assisted into home ownership through equity mortgage scheme on the HMRP regeneration areas)	100 (additional- to include a range of products)	
NI149 Adults in contact with secondary mental health services in settled accommodation			
Take up of rent deposits	35 (profiled to 31.3.09)	200 total	This target is based on successfully launching

			an additional scheme with Supporting People funding
Take up of outreach and other services	Not currently recorded	80% of customers taking up out-reach/referral advice	The project includes establishing a system for accurately assessing take up of services following referrals
Proportion of socially excluded adults living in settled accommodation			

Using stock more effectively

	Baseline	Target March 2011	Comments/methodology
Number of overcrowded households	11% (bedroom standard, not statutory overcrowding)	10%	Overcrowding survey 2008/09 has identified this data and will be updated via annual tenancy visits
Number of households choosing to downsize	55 (profiled to 31.3.09)	(150 total)	
Percentage of vulnerable people who are supported to maintain independent living (NI 142)	98.10% (baseline 2007)	98.9%	
Number of unsuccessful or unrealistic CBL bids	92,400 unsuccessful p/a (profiled to 31.3.09)	80,000 p/a unsuccessful	Demand is currently outstripping supply and this is likely to increase in the current economic climate, despite encouragement to customers to consider other options if they are

			unlikely to be successful in securing council accommodation. Measuring and analysing offers refused will also be key to enabling better informed bids
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Tackling worklessness

	Baseline	Target	Comments/methodology
Take up of better-off calculation by the advisors	0	To be determined	To appraise the monitoring of pre-determinations requested/ carried out- to assess whether this is a useful programme measure and seek out best practice from other authorities currently collecting this information
Take up of Job Seeker Direct services	To be determined	To be determined	To work with partners to establish this
Number of socially excluded adults in employment, education or training	To be determined	To be determined	To work with partners to establish this
NI151 increasing overall employment rates (LAA2 indicator)	64.02% Baseline June 2007	65%	
NI 173 People falling out of work and on to incapacity benefits from employment	No data available	No data available	To work with partners to establish this

Take up of in-work benefits	No data available	No data available	To work with partners to establish this
NI 117 reducing the number of young people NEETS	11% Baseline 2007	9.6%	
NI 153 % working age people claiming out of work benefits in the worst neighbourhoods	32.3% Baseline 2007	29.9%	

Improving customer service

	Baseline	Target	Comments
Number of people rating the service as 'good' or 'excellent	83.9% (STATUS survey 2008)	85%	Next STATUS survey will be 2010, but this indicator will be informed by other satisfaction measures (e.g. satisfaction with specific elements of the service)
NI 14 reducing avoidable contact: minimising customer contact that is of low or no value to the customer	16.45% (baseline 3 rd quarter 2008/09	Being established corporately	
Number of people acting on advice given by the service	Not currently recorded	80% of customers taking up out-reach/ referral advice	The project includes establishing a system for accurately assessing take up of services following referrals

OBJECTIVE ONE Culture change programme— personalised outcome based services and monitoring the customer journey

Outcome to be achieved by March 2011:

- ▶ Outcome based approach to delivering services
- ▶ Culture change programme supported through joint training of front-line staff in a range of customer priority areas
- ▶ Dealing with customer enquiries at first point of contact and increasing customer satisfaction
- ▶ User led and partnership delivery of services
- ▶ Enabling independence by effective outreach services to vulnerable groups (prison leavers, ex-armed forces, victims of domestic violence)
- ▶ Customer Relationship Module (CRM) system development is personalised - customer needs focussed as well as describing the customer journey
- ▶ Cross tenure, city wide change champions as advocates for the programme.

How we will do it	By when	Lead	Resources	Milestones
Appoint project manager and support (Grade 11 Practice Manager – 2 year fixed term)	March 2009	Housing Management Team (HMT)	WNF £127k CLG £10k	<ul style="list-style-type: none"> ○ Advert agreed/completed by end of January 2009 ○ Advert issued 9th February 2009 ○ Short listing end February 2009 ○ Interviews March 2009, Appointment April 2009.
Complete training needs assessment of all front line staff	May 2009	EHO Project Manager	Mainstream resources WNF project management	<ul style="list-style-type: none"> ○ Draft assessment complete end of April 2009 ○ Final assessment complete end of May 2009
Developing management information reports	March 2009	EHO Project Manager	WNF (project management costs) and mainstream resources	<ul style="list-style-type: none"> ○ Quarterly reports from June 2009 to Service Improvement Group, CLG, WNF and ONE Hull.
Develop commissioning brief to deliver new training programme	July 2009	EHO Project Manager	Mainstream resources	<ul style="list-style-type: none"> ○ Procurement pack finalised for invitation to quote end of May 2009 ○ Short listing and interviews by end of June 2009

How we will do it	By when	Lead	Resources	Milestones
Assign Training Co-ordinator role (from existing staffing resources)	July 2009	EHO Project Manager	Mainstream resources	<ul style="list-style-type: none"> o Agree Training Programme July 2009 o Sign up from partner agencies and service areas July 2009
Briefings / awareness raising with teams/ partners about implementation of training programme	June 2009	HMT	Mainstream resources	<ul style="list-style-type: none"> o Manager discussions initiated late June 2009 - with agreed roll-out to staff teams
Complete training for Change Champions - change champions will be cross tenure and in each area of the city	September 2009	Training Co-ordinator	CLG £15K WNF £20K	<ul style="list-style-type: none"> o Agree Change Champions July 2009 o Feedback from first sessions collated mid September 2009
Complete first roll out of training programme and identify priority staff groups	October 2009	Training Co-ordinator	WNF £165K CLG £25K	<ul style="list-style-type: none"> o Agree priority groups September 2009 o Complete evaluation framework mid October 2009
Change Champions to pilot 'drop in' service to local hospitals, Prisons, Probation, Armed Forces Bases, Women's Centres, Gypsy & Traveller sites – These drop-ins to be delivered in conjunction with key partners and to complement existing activity	November 2009	EHO Project Manager	Change Champions Mainstream resources CLG £25k	<ul style="list-style-type: none"> o First 2 pilot 'drop in' sessions by end of October 2009 o 4 further drop-ins completed by March 2010 o Laptop available at 'drop in' sessions linked to internet so online bidding can take place by end of October 2009 o Agree personal plans for customers and the service approach by October 2009 and link with passport scheme o Pilot referrals monitored for quality January 2010
Training 30 tenant/resident Champions – to act as advocates for the programme and 'spread the word'	November 2009	Sally Smith - Tenant Participation Manager	Mainstream resources/ WNF £15k CLG £15k	<ul style="list-style-type: none"> o Agree process for identifying tenant/resident champions June 2009 o Agree training programme with tenants/residents September 2009 o Revise the forward plan for the existing (customer services) Service Improvement Group September 2009.
Training for Members in EHO – to be available to all members with a choice of sessions.	November 2009	Training Co-ordinator	CLG £12k	<ul style="list-style-type: none"> o Agree training programme October 2009 o 3 staggered sessions to be completed by November 2009

How we will do it	By when	Lead	Resources	Milestones
	February 2010	EHO Project Manager	Mainstream resources	<ul style="list-style-type: none"> ○ Assessment of extent of reconfiguration June 2009

Monitoring

- ▶ Complete mystery shopping by specialist groups before EHO goes live – repeat monthly/quarterly to show what difference has been and to contain feedback loop to improve outcomes
- ▶ Exit surveys at CSCs – ascertain after point of contact outcome of visit to be measured against baseline established at start of programme
- ▶ Call backs – telephone/text/email – follow up on advice given, usefulness of advice

OBJECTIVE TWO Increasing choice, control and independence through integrating housing and life opportunities, employment, training and volunteering

By March 2011 we will have:

- ▶ Implemented and commenced referral of appropriate cases to the mortgage rescue scheme
- ▶ A new Referencing Scheme – The Hull Passport – providing accredited references for customer's housing and employment/training careers – including link to personal plans
- ▶ Implemented and referred appropriate cases to the mortgage rescue scheme
- ▶ Self Directed Support – introducing tele-service options to enable customers to find their own housing/employment/training solutions – facebook style confidential and personal account
- ▶ Transforming the CBL system to provide Choice Based Lettings and Support Options. This will provide an online menu driven coaching system whereby customers are offered a range of housing options and advice.
- ▶ The provision of integrated financial advice via the Community Legal Advice Centre (CLAC)

How we will do it	By when	Lead Officer	Resources	Milestones
Implementation of new City Centre Flagship Customer Service Centre (CSC)	April 2010	Andy Brown	Hull City Council	<ul style="list-style-type: none"> ○ Report and Business Case to CST March 2009 including recommendation of preferred site ○ Final approval April 2009 ○ Facility opens April 2010
Access to debt/ finance advice in all CSCs and housing offices via referrals to CLAC, Expand awareness training	May 2009	EHO Project Manager	WNF£5k CLG £2k CLAC (SLA framework)	<ul style="list-style-type: none"> ○ Training for front line officers to enable advice/referrals – April 2009 ○ Develop SLA with CLAC April/May 2009
To all front line staff to enable comprehensive referral to Mortgage Rescue Scheme	March 2009	EHO Project Manager	CLAC (SLA framework) CLG £2k WNF £5k	<ul style="list-style-type: none"> ○ Confirm internal processes March 2009
Installation of Job Centre Plus (JCP) points in all CSC offices and Information Points, including partnership approach with JCP for associated support	September 2009	Stream advisor/EHO Project Manager	WNF £75k Stream CLG £6k	<ul style="list-style-type: none"> ○ Specification and procurement document final July 2009 ○ Content/interface development complete August 2009 ○ Pilot August 2009

How we will do it	By when	Lead Officer	Resources	Milestones
Complete feasibility study for Hull's financial enabling scheme (gap filling product) in partnership with PFP.	October 2009	Places for People, Jameel Malik Strategy and Regeneration Manager	Mainstream resources/ CLG £10k	<ul style="list-style-type: none"> Complete feasibility study October 2009
Widen CBL to include RSL's, Private sector landlords and low cost home ownership options	August 2010	Becky Thorpe - CBL Manager	WNF£40k CLG £8k	<ul style="list-style-type: none"> October 2009 – pilot RSL advertising December 2009 – refer back to RSL forum February 2010 pilot PRS advertising March 2010 – pilot low cost home ownership advertising March 2010 – Evaluate models for CBL scheme with partners, including evaluation of common allocations policy June 2010 - Agree project plan to implement preferred option
Launch tele-options website – to include working with partners to incorporate existing content and agree enhancements to be tested with customers	January 2010	EHO Project Manager and STREAM	CLG £30K Mainstream resources	<ul style="list-style-type: none"> Assess development of existing Jobcentre web based employment tool April 2009 Specification for enhanced interface and content June 2009 Commission enhancements July 2009 Pilot October 2009 Staff Training November 2009
Launch the Hull Passport – building on the tenant referring scheme to assist in access into training, employment and housing. Personal support plans to be provided for customers with more complex needs.	March 2010	EHO Project Manager and Julie Hilton - Accreditation Manager	WNF £120k CLG £50K Mainstream resources £60k	<ul style="list-style-type: none"> Identify guidelines of Passport and agree buy-in with 15 partners (Private Landlords, businesses, public sector providers etc.) by September 2009 Develop support plans with Community Care Services for vulnerable people, e.g. ex-offenders, care leavers etc., January 2010

Monitoring

- ▶ Stamps in passport for training courses completed, applications entered, interviews attended.
- ▶ Number of hits to tele-options website
- ▶ Activity on the tele-options website, including on-line feedback
- ▶ Link to Management Information Reports for Objective One

Enhanced Housing Options – how the funding will work

Funding - to develop enhanced housing advice services, making links to employment advice, and giving local residents more personalised information about the range of housing options available to them.

£200k CLG over two years to kick start housing options programme using the mentoring skills and expertise of the original twelve councils to help them in setting up their schemes.

£682k WNF over two years

£60 Private housing General funding to kick start Referencing Passport Scheme linked to enhanced housing options over two years

Combined Funding	Year I k	Year II k	Year III k	Total k	Output
CLG	0	170	30	200	
WNF	0	408.5	273.5	682	
Private Housing contribution	17	22	21	60	
Total	17	541.5	383.5	942	

Employment & Housing Referencing Scheme (Private Housing General Fund)	Year I 2008/9k	Year II k	Year III k	Total k	Output
Project initiation (%of 2 posts)	10			10	Pilot service launch by March 2009
Project delivery (% of 2 posts)		20	20	40	
Pass production	5			5	
Staff Training/ joint working with trailblazer authorities/partnership working & training with HLA/publicity	2	2	1	5	
Total	17	22	21	60k	

WNF	Year I k	Year II k	Year III k	Total k	Output
Project support % of post	0	11.5	11.5	23	
Project management lead		52	52	104	Delivery of project outputs and outcomes
Integrated Housing Options (homelessness, training, employment, benefits, etc.)		55	55	110	
Marketing/Publicity	0	15	15	30	
Development of cross partnership Integrated Training Resource	0	35		35	
200 joint partnership training days per year	0	60	60	120	
Electronic display boards – employment, volunteering, training and communications technology		60	15	75	
Developing cross-tenure housing & employment Hub		25	25	50	
Contribution towards Employment & Housing Referencing Scheme Including staffing, launch, publicity and partnership development (Private Housing finding 2008/9 project initiation)	0	65	55	120	
Tenant Champions		15		15	
Total		393.5	288.5	682k	

CLG kick start	Year I k	Year II k	Year III k	Total k	Output
Project management lead (% contribution)		5	5	10	
Complete training for Change Champions		10	0	10	
Complete first roll out of training programme and identify priority staff groups		15	5	20	
Change Champions to pilot 'drop in' service to local hospitals, Prisons, Probation, Armed Forces Bases, Women's Centres, Gipsy & Traveller sites		20	5	25	
Training thirty tenant/resident Champions		12	0	12	
Training for Members in EHO		6	6	12	
Launch the Hull Passport		35	7	42	
Launch tele-options website		30	0	30	
Installation Job Centre Plus points in all CSC offices and Information Points		8	0	8	
Widen CBL to include other Housing & Support Options		6	2	8	
Launch Hull's Financial Support Programme (FSP)		19	0	19	
Access to debt/finance advice in all CSC and housing offices		2	0	2	
Roll out of training to all front line staff in Mortgage Rescue Scheme		2	0	2	
Total		170	30	200	