

Enhanced Housing Options Action Plan

Hammersmith & Fulham
2009 - 2011

Foreword



Since we submitted our bid to become an enhanced housing options trailblazer, the economic climate has significantly changed. Many of our original proposals concerned getting applicants into work. Despite the down turn, this remains our focus. Though we can't stop people losing their jobs, we can help them by tailoring our services to meet individual needs and incentivising them into work. In response to the recession, this plan has three new developments that did not feature in our original proposals:

Expanding training

- In addition to the changes we have made giving low and medium income households additional preference for a fixed number of lets per annum, we are also developing proposals inspired by the Hope VI programme in the USA. We want to devise a programme of support and intervention for each applicant accepted under Part VII of the Housing Act 1996. Though only conceptual at this stage, the programme will seek to meet the specific needs of each applicant as identified by themselves and their housing mentor. The elements of the programme could be procured by "brokers" from a range of statutory and third sector providers.
- The programme will aim to promote self sufficiency, and though there will be no compulsion, we will seek to ensure that those who take part receive additional preference for rehousing. It is our belief that such an intervention will improve people's self esteem and confidence and enable them to explore a wider range of alternative housing options. We intend to fully evaluate this programme and disseminate the findings.

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Foreword (cont)



Expanding employment

- We have committed ourselves to provide a significant number of volunteering opportunities and apprenticeships in these economically difficult times. We are particularly inspired by Thames Reach's programme of training homeless people to be able to compete for housing jobs- something we'd like to emulate in Hammersmith and Fulham. Our commitment to establish a social enterprise lettings agency will also seek to create job opportunities.

Expanding debt and welfare advice

- We are seeking to make more explicit the links between housing advice and debt and welfare rights advice provision. We think they are inseparable and will be seeking to co-locate such provision to ensure a one stop shop approach to advice.

Introducing an enhanced housing options service is the most significant change management programme H&F Housing Options Division has taken forward since the introduction of choice based lettings four years ago. We are using this opportunity to redesign the "offer" we make the public by understanding better what they want from us by adopting a “systems thinking” approach.

We remain optimistic that the changes we are seeking to make through the EHO programme will lead to better outcomes for our residents and we look forward to demonstrating this over the course of the pilot.

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EHO Objectives 2009 - 2011

- Provide holistic housing advice, tailored to an individual's needs
- Focus on prevention – engage with a wider range of people before housing need becomes a crisis
- Use stock effectively- tackle overcrowding and under-occupation; enhance accessible housing options
- Tackle worklessness - increase training, skills and opportunities for people in housing need
- Establish a social enterprise lettings agency that offers local people real opportunities for volunteering and employment
- Share learnings and good practice; build on relationships between other local authorities and partners

Aim: Establish governance structure for EHO

Target/ Aim	Deliverables	Time frame	Owner	Resources	Impacted Stakeholders	Dependencies	Success criteria	Source
Establish clear governance structure for EHO	Agree Project Team/Project Board membership, remit and schedule	Jan-09	GM (project Sponsor)	JW, MG, SB, DS, AH, AS, KD	All	Governance Structure agreed	Project Team monitoring progress against the project plan; output from working groups; risks and issues, budget deviations and change management	NA
	Engage with Cabinet Member for Housing; develop and submit annual report on progress of EHO	From Jan 09	GM	AH	Residents, Cabinet	N/A	Cabinet Member aware of EHO progress and remains bought in to EHO concept	NA
	Agree Employment Working Group membership, remit and schedule	Jan-09	MG	AH, WB, TG, RA, WLHP Rep, Regen	Project Board, JCP	Broad scope of work and group agreed by sponsor (GM)	Employment working group coordinating development of employment initiatives	NA
	Agree Lettings Agency Working Group membership, remit and schedule	Jan-09	JW	AH, Adrian Green, Glendine Shepherd, Debbie Ricketts, ZB, JP, H&F Advice Rep	Project Board, H&F Advice, Eastside Consulting, HomeBuy, voluntary sector, legal services, H&F Advice staff, Housing Options staff, HR, Unions	Broad scope of work and group agreed by sponsor (GM)	Lettings Agency working group coordinating development of Lettings Agency	NA
	Agree IT Working Group membership, remit and schedule	Jan-09	DS	RM, AH, MT	Project Board, Iworld Reference Group	Broad scope of work and group agreed by sponsor (GM)	Group coordinating development of IT initiatives relating to EHO	NA
	Agree Training Working Group membership, remit and schedule	Jan-09	AH	GM, MG, JW, Asif Rashid, RA	Project Board, Eastside Consulting, voluntary sector, H&F Advice staff, Housing Options staff, H&F Homes	Broad scope of work and group agreed by sponsor (GM)	Group coordinating development of training initiatives relating to EHO	NA
Action plan developed	Construct action plan	Jan-09	AH	GM	Project Board	Broad scope of work and group agreed by sponsor (GM)	Main areas of work for 2009 identified.	NA
	Submit Action Plan to CLG	Feb-09	AH/GM	N/A	Project Board	GM agreed project plan	Aims and outcomes for 2009 agreed	NA
	Present Action Plan to CLG	Feb-09	AH/GM	N/A	Project Board	Action Plan submitted to CLG	Aims and outcomes for 2009 agreed	NA
Set out EHO Budget	Draw up budget areas	Feb-09	AH	CP	Project Board, HFBP, Eastside Consulting	Scope agreed	Estimated costs for each project area identified	NA
	Budget Monitoring	Monthly	CP	AH	Project Board	Budget breakdown agreed by Project Board	Ensure budget not exceeded and any risks of overspend picked up	NA

Aim: Provide holistic housing advice, tailored to an individual's needs

Target/ Aim	Deliverables	Time frame	Owner	Resources	Impacted Stakeholders	Dependencies	Success criteria	Source
Ensure service design is informed by, and meeting, customer needs	Establish EHO User Group to advise on development of new services	Feb-09	Project Officer	Sue Spiller, Voluntary Sector, Disability Forum	Residents, current and future housing customers	Links with vol.sector started, scope for projects clarified	Users become involved in service design.	Bid, PID, BC
	Customer-designed satisfaction survey/feedback to baseline current levels of satisfaction. Repeat annually.	From June 2009	AH	DC	Residents, applicants, housing customers	Measurement, collation, current knowledge of satisfaction, scope of EHO	Active input from wide variety of customers to inform service design and highlight where change needs to be effected.	PID, BC
Strengthen links between internal council services	Meet with key service areas to identify opportunities for joint working (ie. Surgeries, outreach, join visits etc)	Feb-09	AH	Family Information Service, Early Years, Adult Social Care, Environment, Strategy & Regen, H&F Homes	Service Users, tenants, potential applicants, staff	Stakeholder Analysis complete - link to development of electronic housing register applications.	<ul style="list-style-type: none"> Improved referral procedures mean that customers can more easily access the service Reduce paperwork burdens Reduce the need to repeat information 	PID P8, Business Plan
	Develop housing inter-agency protocols with H&F Homes, the Children's Trust, Adult Social Care and PCT/health- establish project manager post.	From Mar 09	John Chamberlain	ADs and senior managers	Staff, residents, Chris Jones	Recruitment	<ul style="list-style-type: none"> All staff know what EHO is about, when to refer to Housing Advice and what options are available All approaches incorporate housing, education, employment and welfare planning 	
Develop comprehensive plan to support staff transition to "Housing Mentors" model	Scope out concept of "Housing Mentor"	Apr-09	AH	GM, MG, JW	Middle managers, staff	NA	Understand what being a Housing Mentor involves- necessary skills, tools, areas of knowledge, hand-offs	NA
	Set up and deliver communications vehicles: Intranet, newsletter, Manager's Briefing, staff kic-k-off event, staff reference group	From Mar 09	AH	DC, internal comms team	H&F Advice Housing Options Managers Wider council	Stakeholder Analysis complete and scope agreed	All staff are aware of the aims of EHO and how it impacts them; staff have active input into service design	NA
	Undertake Training Needs Analysis (TNA) with H&F Advice and Housing Options staff	Apr-09	AH	Staff Reference Group	General staff	Above completed	Key areas of knowledge/skills identified	NA
	Plan and deliver "conceptual selling" training for senior managers	From Apr 09	AH	External Training Provider; Southwark Council, L&D Unit	H&F Advice, Housing Options managers	Above completed	Managers understand conceptual link between housing and employment and agree conceptual selling approach	Business Plan
	Plan and deliver "conceptual selling" training for Housing Options staff to nudge customers to an options approach	From Apr 09	AH	External Training Provider; Southwark Council, L&D Unit	H&F Advice, Housing Options staff	Above completed	<ul style="list-style-type: none"> All Housing Options customers actively worked with regard to employment opportunities and support. 100% of customers have employment and income maximisation explored. 	Business Plan (deliverable) PID p10
	Plan and deliver additional training as identified- including training on childcare options, benefits, debt advice etc	From Apr 09	AH	TBC	TBC	Completed TNA	Key areas of knowledge/skills developed	NA
	Scope development of Housing Action Plans-Identify what Housing Action Plans would cover, who they should link with, format, plan for roll-out	From Apr 09	AH	GM, MG, JW, Staff Reference Group	Middle managers, Adult Social Care, Children's Services, Family Information Service (re childcare, benefits)	Delivery of staff training programme; linked to development of housing applicant training programme	<ul style="list-style-type: none"> Action plans produced for 100% of new customers and for existing customers when they represent for assistance. More holistic and targeted interventions. Supporting preventative work. 	NA

Aim: Focus on prevention- encourage a wider range of people to engage before housing need becomes a crisis

Target/ Aim	Deliverables	Time frame	Owner	Resources	Impacted Stakeholders	Dependencies	Success criteria	Source
Provide preventative cross-tenure housing advice	Ensure Government's mortgage rescue package is implemented and is easily understood by borough residents	Jan-09	TG	DC	General public, H&F Advice, Housing Options, CAB, Voluntary Sector	Training for staff, availability of information on website	Residents know where to look for advice and what options are available	Business Plan (D)
	Continue to work with partners to monitor court activity	Jan-09	TG	Housing Options service	Residents, courts, solicitors	Advice and offers for mortgagees clear	Assist mortgagees in understanding options when faced with arrears; improve understanding of options in local services and courts	Business Plan (D)
	Investigate options for co-locating debt and welfare rights advice provision with housing options advice	From Feb 09	AH	GM, JW,	Advice centres, JCP, residents, H&F Advice, Housing Options	Determine strategy- establish money advisor post or create surgeries with Advice centres?	One-stop shop provision. Links between debt/welfare rights and housing issues established.	NA
	Provide advice on the full range of housing options to people in low and medium housing need.	From Mar 09	JW	H&F Advice, Housing Options	Housing Options, H&F Advice, residents	Training, development of schemes; Development of Lettings Agency	<ul style="list-style-type: none"> • Reduce number of homeless acceptances; • Change in customer profile- 18% presentations in acute need (down from 80%) • Increase approaches to service from 2,225 (1.2% of population) to 8,155 (4% of population) • 350 reduction of acute presentations to HAAU. 	BC
	Deliver 500 Direct Lettings units	From Mar 09	JP	DL Team	H&F Advice	Property availability	Reduce number of families in TA in line with government figures	BP
	Develop communications and marketing directed at new customers	Begin Mar 09	AH	DC, Comms Team	General public, H&F Advice, Housing Options, Voluntary Sector	Lettings Agency development; web/CBL development; advice service development; multi-agency working;	Change in customer profile; reduction in acute presentations	Business Case p15,18 PID p9
Target hard to reach or socially excluded adults	Investigate employment and training for ex-offenders as part of the Lettings Agency	Begin Mar 09	JW	Lettings Agency Working Group	PATHS, Kim Dero, Probation, Wormwood Scrubs, Employment Working Group	Lettings Agency development	<ul style="list-style-type: none"> • Creation of training, skills and employment opportunities in the lettings service for homeless people. • 2 jobs and 5 volunteering opportunities established- contributing to NI 144: Offenders under probation supervision in employment at the end of their order or licence 	PID p10
	Develop a Rent Deposit Guarantee scheme for ex-offenders	Begin Mar 09	John Downie	Barry Conway	PATHS, Lee Fitzjohn	Funding available, scope of model, Lettings Agency offers	Contribute to NI 143: Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	Business Plan (D)

Aim: Focus on prevention- encourage a wider range of people to engage before housing need becomes a crisis (cont)

Target/ Aim	Deliverables	Time frame	Owner	Resources	Impacted Stakeholders	Dependencies	Success criteria	Source
Target hard to reach or socially excluded adults (cont)	Link with schemes such as Fulham Court to reach tenants and support into employment and training	Begin March 09	RA	Employment Working Group	Tenants, H&F Homes, regeneration, voluntary sector, children's services, adult social care, environment, health/PCT	Linked to: skills fairs for tenants, health/PCT schemes, etc	An increase in "special needs" groups not currently customers accessing the service.	Business Plan p23 (D)
	Work with partners (i.e. Childrens Centres) to develop protocols for joint working and outreach/joint visits to isolated clients	Begin May 09	AH	Pat Bunche, Employment Working Group	Housing Options, H&F Advice, Children's Centre/ Early Years staff	Mapping services provided and client bases		PID p9
Develop outreach services, surgeries etc	Increase accessibility to housing advice by providing services outside of the traditional office setting	From Apr 09	AH	Employment Working Group, User Group	Wormwood Scrubs; Childrens Centres; Family Information Services, Job Centre Plus, Fulham Court project	Multi-agency links, resources, target groups	Improve the customer experience. 95% of customers are able to access the service without difficulty.	BC
Develop IT systems to support change in customer profile and access to alternative options	Adapt Locata to advertise PRS and LCHO opportunities	Jun-09	DS	IT Working Group	Housing Applicants, general public, WLHP,	Budget, Locata scope for change, progress in Lettings Agency development	Promote alternative housing options Change in customer profile- 18% presentations in acute need (down from 80%) Increase approaches to service from 2,225 (1.2% of population) to 8,155 (4% of population)	Business Case p15,18
	Link to LHA calculators/info; ability to make online appointment bookings and referrals, links to JCP	From Feb 09	DS	IT Working Group, DC	All	Service development	Links established with JCP; all customers have access to better off in work calculations	Business case
	Develop an interactive Housing Options web portal based on a “life episodes” model, providing cross tenure advice	Begin Jun 09	DS	DC, IT Working Group	Adult Social Care, H&F Advice, Housing Options	Investigation of online Housing Register Applications, lettings agency	All customers able to self assess and self help	PID p10
	Develop online Housing Register Applications; link to Housing Register Applicant Training Programme and alternative options; self assessment and early intervention	From Jun 09	DS	IT Working Group	Strategy (Chris Jones), RSLs, Childrens services, mental health, LD, SM, Lee Fitzjohn, MT, H&F Advice, H&F Homes	Budget, development of questions, development of housing register applicant training programme; self assessment; Data Protection and information sharing protocols	85% of customers able to submit application online unaided	NA
							100% of under occupying/overcrowded families picked up and contacted	NA
							100% RSL tenants picked up at point of application and work undertaken with RSLs to address reasons for housing need	NA
							All customers able to self assess and self help Reports readily available on customer profile, current tenure, risk factors for homelessness, household composition etc supporting early intervention	PID p10 NA

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Aim: Use stock effectively- tackle overcrowding and under-occupation; enhance accessible housing options

Target/ Aim	Deliverables	Time frame	Owner	Resources	Impacted Stakeholders	Dependencies	Success criteria	Source
Establish Rehousing Occupancy team to target overcrowding and under occupying	Develop information resources and publicity for overcrowded tenants	Jan-09	AR	Rehousing Occupancy Team, DC, Web/comms teams	Community Lettings Scheme, Income project, H&F Homes, tenants	Web team	60% of severely overcrowded households given advice and support to help resolve their overcrowding.	Business Plan p25
	Extend take-up of rehousing schemes for older children (i.e. Income Project, Community Lettings)	From Jan 09	AR	Rehousing Occupancy Team	SBHA, tenants, H&F Homes	Eligibility for schemes	Working with SBHA on an innovative scheme to break down the cycle of worklessness and overcrowding on some of our estates for 15 households.	NA
	Support under occupying families to find more suitable accommodation	From Jan 09	AR	Rehousing Occupancy Team, Your Move	Tenants, H&F Homes	Identification of overcrowded/ under occupying households; transfer application captures required information, Your Move capacity	150 under-occupying households (3beds) moved per annum 3 Home dating events organised with minimum of 100 tenants attending for each area housing office Significantly improve nomination referral rates to MOOL, Seaside and Countryside Homes, minimum 50% increase on previous years.	BC p21, Business plan p25
	Link Housing Register Applications process to housing options schemes for new and current applicants	From Jun09	AR	Rehousing Occupancy Team, H&F Homes	IT Working Group (online applications)	Identification of overcrowded/ under occupying households; transfer application captures required information	80% of all overcrowded and 100% of under-occupying households bid under CBL	Business Plan p25
Undertake review of adapted and accessible housing	Audit existing adapted properties and those suitable for adaptation	From Nov 08	Annette Pain	OT Service	H&F Homes, tenants, K&C	Access to properties, available system info	Full audit of council properties undertaken	Business Plan
	Develop Accessible Housing Register- review application forms, amend allocations policies, property classifications etc			OT Service	AH, Asif Rashid, housing applicants	Online Housing Applications project	Housing Register application process able to identify need/suitability for adapated housing and link to appropriate banding, classifications and properties	Business Plan
	Amend Locata & lworld to reflect changes			DS, HFBP	AH, Asif Rashid, housing applicants	IT timeframes and extent of rework required	Accessible housing register functional on Locata and lworld	Business Plan

Aim: Tackle worklessness- increase training, skills and opportunities for people in housing need

Target/ Aim	Deliverables	Time frame	Owner	Resources	Impacted Stakeholders	Dependencies	Success criteria	Source
Scope Training Package for Housing Applicants (Part 7 acceptances)	Research existing models (e.g. HopeVI)	Jan/Feb 09	AH	NA	GM	N/A	Understand previous challenges and successes; approaches and outcomes	N/A
	Investigate legal, strategic, policy implications (i.e. Scheme of Allocations)	Feb-09	AH	GM, JW, Chris Price, legal	N/A	N/A	Identify where incentives can be introduced to get housing applicants to sign up	N/A
	Investigate scope for social enterprise within model	Feb-09	AH	GM, Eastside Consulting	N/A	N/A	Clarify direction of development and scope	N/A
	Hold scoping workshop for housing applicant training offer	25th Mar 09	AH	GM, Robert Raven, Carole Bell, Kim Dero, MG, JW, Ann Stuart, Benedict Heffor, Asif Rashid	CIlr Greenhalgh, Housing Applicants, Tenants, H&F Homes, Children's Services staff, Housing Options staff, H&F Advice, Voluntary Sector	Key areas of work, legal possibilities identified.	Identify target groups, structure of training, desired outcomes, method of delivery, monitoring and support arrangements etc	N/A
	Connect with PCT to review Expert Patients Programme and how this could support applicant training package	Mar-09	AH	GM, PCT, Benedict Heffor	Residents, applicants	Scoping for training programme	Tangible opportunities for applicants to become brokers/trainers/advisors within training programme?	NA
	Connect with voluntary sector and potential users	Apr-09	AH	Employment Working Group, User Group	Housing register applicants, H&F Advice, Housing Options, Voluntary sector	User group and Employment Working Group established and running	Communicate ideas and gather feedback about proposals; ensure design accounts for varying needs	N/A
	Confirm IT, monitoring and other resource requirements	Apr-09	AH	Working Group, HFBP	IT Working Group	Scope and format of training agreed	Infrastructure and monitoring framework agreed	NA
Begin development of Applicant Training Package	Commission provider(s) or secure resources in-house for development	Begin Jun 09	AH	Working Group	User Group, residents, applicants, H&F Advice, Housing Options, councillor	Scoping work to determine success criteria, i.e. % take-up, numbers completing, numbers selecting alternative housing solution, etc	Applicants referred into training programme where appropriate; bespoke package "brokered" for each applicant; outcomes- increased confidence, basic skills, job readiness, increased likelihood of ability to link into alternative housing options	NA
	Develop courses and resources required		AH	Working Group			Measurable outcomes to be set following scoping workshop	NA
	Plan and deliver communications to residents, staff and voluntary sector		AH	DC, Comms Team				NA
	Confirm scheduling of courses/programme, booking processes etc		AH	Working Group				NA
Embed and support training and employment initiatives	Recruit Housing & Employment Team Manager to coordinate employment initiatives	Jan-09	MG	NA	GM, JW, WB, AH	NA	Coordinate housing and employment programmes to contribute to LAA/NIs: NI140-149- Tackling exclusion and promoting equality (relating to employment and housing for socially excluded adults) NI150 Adults in contact with secondary mental health 152- Working age people on out of work benefits 153- Working age people claiming out of work benefits in the worst performing neighbourhoods	NA

Aim: Tackle worklessness- increase training, skills and opportunities for people in housing need (cont)

Target/ Aim	Deliverables	Time frame	Owner	Resources	Impacted Stakeholders	Dependencies	Success criteria	Source
Embed and support training and employment initiatives (cont)	Establish 2 x Job Opportunity posts in Housing Options to increase take-up of employment and training. <i>Focus on TA (LDA funding) with additional funding to provide support to wider public.</i>	Jan-09	MG	2x LDA funded posts (plus top up funding from GM)	H&F Advice staff, Housing Options staff, WB, Housing & Employment Manager	Recruitment of staff	LDA Targets 2009/10: <ul style="list-style-type: none"> • 100 people access support – at least 1 hour of contact time (160 in total 2008-2010) • 80 gaining training - ESOL/Basic Skills and other training (140 in total) • 80 gaining work (103 in total) • 40 gaining employment, sustained over 6 months (44 in total) • 80 referrals to employability service providers (130 in total) • 40 accessing childcare support following intervention (60 in total) • 80 staff receiving training and input from employment advisors (120 in total) • Contribute to division-wide goal to establish 15 work place volunteering opportunities and 1-2 apprenticeships in the division for local residents 	Business Case p20; Business Plan
	Publicise scheme of allocation changes and produce scheme summary, emphasising greater preference for working households.	Mar-09	GM	AR	Residents, potential applicants	Completion of review of allocations policy	% lets going to working households increasing from 10 to 30% by 2010/11	Business Plan p22 (D)
	Target TA residents- provide information and outreach on employment and skills	Apr-09	MG	Housing & Employment Team Manager	Tenants in TA, applications team	Staff training and resources	100% of TA residents have "in work benefit" calculations conducted and enabled to return to work.	PID p10
	Begin monthly Employment Working Group meetings	Apr-09	MG	AH, MG, H&F Advice rep, Adult Education Rep, Regen rep, Childcare, FIS	As left, voluntary sector, Volunteer Centre	Resource availability	Borough's employment initiatives on track and linked together Agree: identifying areas of need; referral processes; opportunities for joint working (i.e. surgeries, joint visits etc)	N/A
	Evaluate Lone Parent Employment Project initiative and extend.	Apr-09	MG	Working Group	Tenants in TA, H&F Advice	Monitoring systems in place; stats available	30 lone parents assisted into work and given additional preference for rehousing (TA), aspiring to 40 such lets a year.	Business Plan p22 (D) PID p10
			MG	Working Group	Tenants in TA, applications team, Family Information Service, Childcare	Monitoring systems in place; stats available	<ul style="list-style-type: none"> • All lone parents residents in TA referred to child care providers to remove a barrier to work. • 60 households accessing child care support. 	PID p10
	Investigate extending employment/training programmes to tenants in Direct Lettings	Apr-09	JP	AH, Working Group	Direct Lettings staff & clients, vol sector, landlords	Scope and agree offers	TBC by Working Group/Project Team	NA
	Review HELP referrals & statistics; develop plan for increasing volumes in 2009/10	May-09	WLHP (Billy Seago)	AH, WLHP, Project Worker	H&F Advice, Housing Options, WLHP	Conceptual selling training delivered to staff; development of database to capture training support.	H&F to achieve numbers in excess of HELP proscribed targets: <ul style="list-style-type: none"> • 3000 Individuals/families receiving information on employment and training options • 170 referrals to relevant training and skills providers via HELP. • 145 people taking up employment and/or training support • 18 people assisted into work and sustained in employment. 	Business Plan p22 PID p10
Develop IT systems to support links between employment and housing	Develop CBL (Locata) website to include referrals to employment and training services	From Mar 09	DS	IT Working Group	Locata, staff, residents, HELP, applicant training programme	Development of applicant training programme	<ul style="list-style-type: none"> • Stepped increase in web traffic • Job brokerage facilitated through LOCATA. 	PID p11, CLG pres
Deliver education, training, and employment fairs for social housing tenants	Work with JCP to target H&F Advice customers and tenants in temporary accommodation.	From Jun 09	AH	MG, Jill Collins (JCP)	H&F Advice, TA team, JCP, tenants, applicants, general public	Identify target audience	Commissioned training and information sessions e.g. "housing seminars" aimed at specific groups of customers, particularly TA and people in low and medium housing need. x3 a year	11

Aim: Establish a cross-tenure Lettings Agency as a social enterprise

Target/ Aim	Deliverables	Time frame	Owner	Resources	Impacted Stakeholders	Dependencies	Success criteria	Source
Scope Lettings Agency	Research existing models of "tenure-blind" lettings agencies	Feb-09	JW	AH, Adrian Green	GM	NA	Understand existing models; understand gaps and opportunities	NA
	Research social enterprise structures and management	Feb-09	AH	Eastside Consultancy	GM	NA	Understand existing models; understand gaps and opportunities	NA
	Confirm legal, financial and regulatory requirements	Feb-09	JW	AH, Legal services, Eastside Consulting	GM	NA	Understand possible business models	NA
	Hold scoping workshop with key managers	23rd March 2009	AH	GM, JW, MG, JP, ZB, TG, AS, Exeter City Council	As left	Key areas of work, legal possibilities identified. Richard Litchfield to send information.	Identify roles, scope, stakeholders, risks, structure, branding and key actions	NA
	Begin monthly Lettings Agency Working Group meetings	April 09 onwards	JW	AH, Adrian Green, Glendine Shepherd, Debbie Ricketts, ZB, JP, H&F Advice Rep	As left	Scoping workshop completed	Information developed for lettings agency business case	NA
	Identify target customers and schemes long term strategy	From Mar 09	JW	Working Group	User group, GM	Scoping workshop completed	Cross-tenure schemes developed for wide range of clients	NA
	Identify management responsibilities and how service links could work (i.e. HomeBuy, H&F Advice etc)	From Mar 09	JW	Working Group	GM, HR, Unions, Staff, Voluntary Sector, Legal	Legal structures known and agreed; staff impacts understood	Structure of agency is logical and includes key services	NA
	Determine proposed staffing structure and impact on current staff	From Mar 09	JW	Working Group	GM, HR, Unions, Staff, Voluntary Sector	H&F Recruitment/Reorg procedures Trade Union involvement	Identify process required to achieve desired lettings agency staffing	NA
	Scope roles for apprenticeships, volunteering and work placements	From Mar 09	AH	Working Group, Eastside Consultancy, User Group	Regen, HR, GM	Social enterprise concepts understood	<ul style="list-style-type: none"> • Creation of training, skills and employment opportunities in the lettings service for homeless people. • 2 jobs and 5 volunteering opportunities established. 	PID p10
	Determine input from voluntary sector/third parties	From Mar 09	AH	Working Group	Partnership group	Management responsibilities understood	Identify potential services to take on management, if applicable	NA
	Identify high level as-is internal processes	From Mar 09	AH	Working Group, Staff Reference Group	H&f Advice, HomeBuy, Housing Options,	Structure and management agreed	Identify scope of processes impacted by the change	NA
	Identify hand off and referral process from external agencies	From Mar 09	AH	Working Group, Partnership group,	User group	Structure and management agreed; work on multi-agency housing options brand progressed	Ensure referral to/from external agencies is in line with multi-agency approach	NA
	Determine IT systems required and changes to current IT systems i.e., lworld	From Mar 09	DS	AH, HFBP, Working Group	IT Working Group; lworld Ref Group	High level processes identified, monitoring requirements	Ensure infrastructure is accounted for and included in plans	NA
	Determine physical requirements of agency- location and refit of ground floor 145 King Street?	From Mar 09	AH	Working Group	BTS, H&F Advice	Size and structure of service known, scope of services identified	Ensure space requirements are accounted for and any refit budgeted for	NA

Aim: Establish a cross-tenure Lettings Agency as a social enterprise (cont)

Target/ Aim	Deliverables	Time frame	Owner	Resources	Impacted Stakeholders	Dependencies	Success criteria	Source
Scope Lettings Agency (cont)	Scope staff training-current staff and lettings agency	From Mar 09	AH	Working Group	Lettings Agency Staff, H&F Advice, Housing Options, External Providers	Staffing structure known, services identified; multi-agency work progressed	Plan enables staff to become equipped with all necessary skills and knowledge to perform duties	NA
	Determine monitoring procedures/SLAs/KPIs etc	From Mar 09	AH	Working Group	Lettings Agency staff and management	High level processes identified, services identified	Ensure performance of agency against targets and service aims	NA
	Identify information resources required (e.g. leaflets, web info)	From Mar 09	AH	Working Group	Lettings Agency staff and management, User Group	High level processes identified, services identified	Ensure customers have access to reliable, relevant information. Support channel transfer to web where possible.	NA
Develop Business Case for Lettings Agency	Develop initial project plan showing costs, timeframes and resources required	From Mar 09	AH	JW, MG, HFBP,	Project Board	Scoping complete	Measurable outcomes, KPIs etc to be set after scoping workshop etc	NA
	Draft Business Case	From Mar 09	AH	Working Group	Project Board	Above completed	Measurable outcomes, KPIs etc to be set after scoping workshop etc	NA
	Submit Business Case to EHO Project Board	From Mar 09	AH	NA	Project Board	Above completed	Measurable outcomes, KPIs etc to be set after scoping workshop etc	NA
	Sign off Business Case	From Mar 09	Project Board	NA	AH, Working Group	Above completed	Measurable outcomes, KPIs etc to be set after scoping workshop etc	NA
Deliver Project	Create detailed project plan. Including project monitoring	From Mar 09	AH	Working Group	Project Board	Budget, timeframes, scope	Clear plan to achieve opening of lettings agency	NA
	Process Analysis	From Mar 09	AH	BT?	Internal staff	IT, KPIs, etc	To-Be processes signed-off by Project Board	NA
	IT/Resource development	From Mar 09	AH	DS,HFBP, Comms Team	Customers, staff	Scope, processes	Required resources available within budget and timeframe	NA
	Create job descriptions and confirm staffing structure	From Mar 09	Working Group	HR, Unions	Staff, Partnership Group	Legal structures known and agreed; staff impacts understood	Roles and tasks accounted for	NA
	Establish management structure	From Mar 09	Working Group	Legal, HR, Unions	Staff	Legal structures known and agreed; staff impacts understood	New management in place	NA
	Undertake reorganisation if applicable	From Mar 09	JW	Working Group, Unions, HR	Staff, managing service	Legal structures known and agreed; staff impacts understood	New staff structure achieved on time and with minimal disruption	NA
	Recruitment and training	From Mar 09	Agency Manager	Working Group	HR, OD	Management in place, JDs created, reorganisation process	Staff recruited and trained in time for opening	NA
	Building/environmental works	From Mar 09	AH	BTS	Project Board; user group, Disability Forum, Partnership group	Service requirements agreed, look and feel agreed	Building works completed in time for opening and within budget	NA
	Build property portfolio	From Mar 09	Agency Manager, Working Group	Accommodation Services	Landlords, Housing Associations (i.e. Notting Hill)	Processes and property management functions fully scoped	Positive relationships with landlords; increasing numbers of private rentals	NA
	Communications and Marketing	From Mar 09	Agency Manager	Working Group, DC	Comms Team, Hammerprint	Budget	General public aware of extensions to services and know how to access information and opportunities. Increase in service access by low & medium housing need and by different tenures	NA
	Go-Live and launch event	2010?	Agency Manager	Working Group, User Group	Regen, Voluntary Sector	Building works, recruitment etc completed successfully	Service is launched on time and within budget- including opportunities for training and employment for socially excluded adults	NA

Aim: Share learnings and good practice; build on relationships between other local authorities and partners

Target/ Aim	Deliverables	Time frame	Owner	Resources	Impacted Stakeholders	Dependencies	Success criteria	Source
Agree with key stakeholders a "partnership compact" to deliver services and sustain and expand a mixed family of providers	Identify scope for multi-agency working	Feb/Mar 09	AH	Lettings Agency WG, Employment WG, Project Board	Voluntary Sector, Sue Spiller	Scoping undertaken for Lettings Agency, Training offer and employment work	Identify where we want to link with external services and ensure representation/involvement in working groups etc	NA
	Arrange EHO Launch with key stakeholders and partners. Introduce EHO and communicate aims and desired outcomes. Begin to investigate areas of partnership working.	Apr-09	AH	Working Groups	Voluntary Sector, Sue Spiller, H&F Homes, James Reilly, H&F Advice, FIS, Childrens Centre, Adult Education, HB, JCP, Regen	Above	Partners understand EHO and its aims and main deliverables; partners understand potential areas for joined-up working	NA
	Commission training and support packages that skill staff across the borough (including those in the third sector) to build knowledge and expertise and to provide personalised services	2010	AH	Learning & Development; Sue Spiller; H&F Advice staff; Housing Options staff	Voluntary orgs, residents	Scoping undertaken for Lettings Agency, Training offer and employment work	Community groups worked with and enabled to give rounded and informed advice to customers. x10 Multi-agency joint housing staff training events (minimum of 100 staff trained) leading to increase in staff skills and competency and understanding. These to be tested through an "exam approach"	PID p9, 10
	Explore vesting some elements of statutory assessment through partners, creating 'trusted assessors' for some elements of our duties and reducing the responsibility on the Council's directly employed staff.	2010/11	AH	Working Groups	Voluntary Sector, unions, GM, H&F Advice, HomeBuy	Progress of lettings agency, development of housing mentors internally, multi-agency working	TBC once scope agreed	PID p9, 10
Establish mentoring arrangements	Planning session with WLHP	Jan-09	AH	Ieuan ap Rees, Billy Seago	Hillingdon & other LAs	N/A	Develop clear action plan for WLHP kickstart funding	NA
	Confirm mentoring arrangements with WLHP	Feb-09	AH	Ieuan ap Rees, Billy Seago	Hillingdon & other LAs	WLHP general agreement and CLG agreement	Arrangements confirmed	NA
	Support WLHP Project Worker to deliver Action Plan	From Mar 09	AH	N/A	Hillingdon & other LAs	Recruitment of Project worker; commissioning of resource	Action Plan successfully delivered	NA
Establish contact with London trailblazers	Initiate contact with other London trailblazers	Feb-09	AH	N/A	Camden, Croydon, Southwark, Greenwich	NA	Network established (virtual or actual) for London trailblazers	NA
	Identify regional EHO approach	Feb-09	AH	London Authorities	Housing Options staff; senior managers; residents; voluntary sector; RSLs	Mapping projects of each trailblazer	Plan for EHO mentoring begun	NA
Establish contact with national trailblazers	Meet with Norwich to discuss EHO	Jan-09	AH	JW, MG, TG, JP, WLHP	Housing Options service	N/A	Contact established	NA
Host Housing Conference	Plan and arrange Housing Conference about EHO, employment etc	2010	AH	GM, ZB, London Trailblazers	Other LAs, councillors	Booking speakers; agreeing approach w trailblazers	Lessons learnt from EHO pilot shared; knowledge and understanding of current housing/training/employment issues shared	NA