

LB Camden - Enhanced Housing Options Action Plan, 2009-2012



Camden Enhanced Housing Options Plan

Lead Officer: Gail Beuschel – Head of Housing Needs

1. Introduction

Camden's Housing Strategy 2005-10 describes our vision for developing 'pathways for all' by extending the principles of our successful housing options and Hostel Pathways models to social housing tenants and other Camden residents. In line with this vision, our Enhanced Housing Options Trailblazer Proposal described our intention to create a new, multi-disciplinary 'Pathways for All' service, which would work with social housing tenants in Camden to troubleshoot housing need and to maximise housing mobility and opportunity in life by improving access to jobs, training and education, improving wellbeing and helping tenants and their families build confidence and self-esteem.

We have now adopted a plan to transform our existing Housing Options and Advice, and Homeless Household Support Services in 2009/10, to develop our existing enhanced options services for people in emergency housing need by linking housing options with employability services, and to provide a package of housing options, employment and well-being advice to help people living in temporary accommodation move on in life. These services will be remodelled during 2009/10 and key actions and targets for HOAS and HHSS are set out in Sections 2 and 3 of our Delivery Plan.

We will also launch our brand new Pathways For All Service in April 2009. The PFA Service will be delivered by an interventionist, proactive Mobility Work & LifeSkills Team, which will work with tenants and their families in their homes to help them:

- Explore their housing futures and find and secure the right housing option
- Develop their ambitions and career plans, and access skills courses, employability workshops and the right job
- Address money or debt problems, maximising income and developing better money management skills
- Improve family health and wellbeing by accessing self-help and specialist advice services and ensuring energy efficiency and home safety

This team has been developed from our Pathfinder Overcrowding Team and will extend its remit – building on our highly successful approach to addressing overcrowding and rolling this out to meet the needs of other groups of tenants, especially those who with our help would ultimately take the opportunity to move on and up from social housing. Through our new 'WorkLife coaching' approach, officers will not only help people access services and opportunities via partners such as JobCentre Plus and Camden Working, but also help them develop the aspirations, personal confidence and interpersonal skills they will need to expand and achieve their goals and move on in life.

The Mobility, Work & LifeSkills Team will be supported by a Partnership Opportunities Team, also located within the PFA Service. This team will work with internal Camden services and our external partners to situate the Service at the centre of a network of local housing, employment and wellbeing services, as well as promoting its aims and developing and delivering new joint initiatives to groups of tenants and other Camden residents. Strong, effective partnerships will be critical to the success of 'pathways for all'. Our key partnerships are listed in Section 2 below.

2. Partnerships

Role	Body	Contribution
Lead Partner	LB Camden - Housing Needs Group	Provider of Housing Options, Homeless Household Support & Pathways Services (Hostel Pathways & Pathways For All).
Key Partners (statutory)	CSF/ASC/Camden Primary Care Trust/Mental Health Foundation Trust	Providers of health, social care, education and well being services (including Early Years and Sure Start Employability Team).
	JobCentre Plus (and Connexions)	Helping people into work.
	LBC - Housing Management Services	Providing housing management services to Camden Council tenants & leaseholders.
	LBC - Business Services Group	Developing and supporting ICT systems.
Key Partners (non-statutory)	Camden Working	A partnership bringing together organisations from across the public, private, voluntary and community sectors, working to tackle worklessness in the Borough.
	Registered Social Landlords	Working with the Council to develop and manage social rented homes and low cost home ownership opportunities for overcrowded families and others in housing need.
	Offender Management Services	Providing prison & community services for those sentenced by the courts.
	Private Sector Landlords	Working with the Council to supply and manage affordable private rented homes for overcrowded tenants and people in housing need.
	Hostel Pathways Providers	Working with the Council to provide supported housing and support services for single homeless people with support needs.
	Home Connections	Providing Choice Based Lettings services.
	Citizens Advice Bureau	Providing advice, casework & support on welfare rights, debt & employment rights.

3. Budget – Pathways For All Service

Camden has invested over £1.5million to deliver the new PFA Service during the 3-year pilot period. This funding will be combined with CLG Trailblazer funding plus other sub-regional and central government grants, including Camden's Overcrowding Pathfinder Grant.

We aim to attract partnership funding wherever possible to make sure that our approach benefits as wide a group of residents as is possible and have already agreed one jointly funded post with Children, Schools and Families. We envisage adding further partnership posts as the Service develops.

Pathways For All: Estimated 3-Yr Cost Budget

		2009/2010	2010/2011	2011/2012	Total
Revenue Expenditure:					
Employees:	Staff Salaries & On-Costs (see ERB)	638,840	661,450	684,590	1,984,880
Services:	Back to Work Scheme	58,660	59,830	61,030	179,520
	Tenants Options Fund	139,500	139,500	139,500	418,500
	Office & General Expenses	9,450	9,640	9,830	28,920
	Total Revenue:	846,450	870,420	894,950	2,611,820
Capital Expenditure:					
	Tenant Options Fund	220,000	220,000	220,000	660,000
	HASC Overcrowding Project	160,000	170,000	170,000	500,000
	Sub-Regional Funding	292,500	292,500		585,000
	Total Capital	672,500	682,500	390,000	1,745,000
	Total Expenditure:	1,518,950	1,552,920	1,284,950	4,356,820
Revenue Funding:					
	LBC Base Budget:	580,940	582,300	583,700	1,746,940
	DCLG Grant - Overcrowding	130,000	0	0	130,000
	DCLG Grant - Trailblazer *	135,510	91,950	100,000	327,460
	Additional Grant	0	196,170	211,250	407,420
Capital Funding:					
	Tenant Options Fund	220,000	220,000	220,000	660,000
	HASC Overcrowding Project	160,000	170,000	170,000	500,000
	Sub-Regional Funding	292,500	292,500		585,000
	Total Funding:	1,518,950	1,552,920	1,284,950	4,356,820

*	Trailblazer grant allocation as follows:	Funding for Year	C/F from Previous Year	Allocated to Budget	Total
	Year 2008/2009	100,000	0	22,540	22,540
	Year 2009/2010	150,000	77,460	135,510	158,050
	Year 2010/2011	100,000	91,950	91,950	250,000
	Year 2011/2012	0	100,000	100,000	350,000
	Total Grant Funding:	350,000		350,000	

4. Delivery Plan

1. Pathways For All Service

Objective 1.1 Maximise housing mobility and employability amongst council tenants

Action	Start Date	End Date	Lead	Resources	Key Outcome	Progress
1. Develop a new Pathways For All Service to deliver a package of housing options, employment and well-being interventions to council tenants.	Aug-08	Apr-09	PFA Service Manager	LB Camden Base Budget / CLG Trailblazer Grant / Overcrowding Pathfinder Grant / Early Years and Sure Start	Staff in place and working effectively with tenants.	
2. Establish effective working arrangements with Camden Working, CHEP+ and other key partners.	Aug-08	Mar-10	PFA Service Manager / Partnership Opportunities Manager		Best use being made of resources and a coherent program of linked mobility and employment initiatives developed for tenants and other Camden residents.	
3. Consult with partners to explore the development of new ICT systems (e.g. HECS) to enable housing customers to access employment opportunities via Camden and CBL websites.					An accessible user-friendly portal to a range of ETE provider websites developed, catering to different client groups, available via links from both CBL & Housing Options websites.	
4. Develop a 'Back to Work Fund' to assist tenants returning to work or moving towards job readiness.	Aug-08	Mar-10	PFA Service Manager / Trailblazer Mentoring Manager		Clear eligibility criteria & processes for access to a flexible 'back to work' fund established, to pay for expenses reasonably incurred by customers to access employability or work related training or employment that cannot be met from other statutory or voluntary sector sources.	
5. Review current Tenant Options Fund arrangements to explore the extension of discretionary grants to all council tenants seeking to move out of social housing.	Apr-09	Jul-09	PFA Service Manager		A flexible Tenants Options Fund is available to encourage & assist a range of PFA customers to move on from social housing into other housing sectors.	

6. Develop a package of customer assessment and action planning tools with partner HNG services, partners and customers to link housing and employment futures, e.g. A PFA Outcome Star Chart.	Apr-09	Jun-09	Head of Service		All EHO staff using appropriate holistic needs assessment & action planning tools, which are tailored to address the specific needs of their client group.	
7. Develop a package of Camden DVDs and other accessible information tools to promote the work of the Service and inform customers, staff and partners.	Apr-09	Mar-10	PFA Service Manager/ Mobility, Work and LifeSkills Manager		A bank of DVDs and accessible information tools created, which are relevant to customers needs.	

Objective 1.2 Tackle overcrowding and reduce under-occupation

Action	Start Date	End Date	Lead	Resources	Key Outcome	Progress
1. Deliver LAA and local mobility targets on overcrowding and under-occupation via TOF, CBL and other housing options.	Apr-09	Mar-12	PFA Service Manager	LBC Area Based Grant / CLG Overcrowding & Trailblazer Grants / Sub-Regional Grant Funding	All targets met or exceeded through increased mobility within and out of the social housing sector, freeing up properties for overcrowded families & others in housing need.	
2. Expand the targeted customer group to include non-tenant overcrowded families living within council tenancies.	Apr-09	Jun-09	PFA Service Manager		A reduction in levels of overcrowding in social housing achieved.	
3. Create a new PRS fund to offer financial support to adult non-dependants moving from overcrowded tenancies to private sector homes and link this with employment where possible.	Feb-09	Apr-09	Head of Service		Increasing numbers of adult non- dependants relieving overcrowding by taking up & sustaining independent housing linked to employment or training opportunities.	
4. Update Camden's Under-Occupation Strategy.	Feb-09	Apr-09	Head of Service		Increasing numbers of under-occupiers identified and helped to downsize.	
5. Appoint a dedicated Personal Adviser to increase moves by better supporting under-occupiers.	Oct-08	Apr-09	PFA Service Manager		Increasing numbers of under-occupiers identified and helped to downsize.	
6. Deliver programme of minor adaptations and space saving interventions to improve space management and quality of life for overcrowded families.	Apr-09	Mar-12	Mobility, Work and LifeSkills Manager		Improved space management in overcrowded council properties bringing improved quality of life for overcrowded families.	

7. Deliver programme of major adaptations to increase supply of larger homes through a programme of deconversions, knock-throughs & extensions in suitable council properties.	Apr-09	Mar-12	Mobility, Work and LifeSkills Manager		Increased supply of larger homes for overcrowded families.	
8. Maximise use of sub-regional funding for overcrowding and under-occupation and pursue new partner opportunities within the sub-region.	Apr-09	Mar-12	PFA Service Manager		Further initiatives to tackle overcrowding & under-occupation, including additional major adaptations.	
Objective 1.3 Improve health and wellbeing, and help tenants build confidence and self esteem						
Action	Start Date	End Date	Lead	Resources	Key Outcome	Progress
1. Develop with partners a system to conduct family health assessments, which meet joint targets and objectives.	Apr-09	Mar-10	PFA Service Manager / Mobility, Work and LifeSkills Manager	LB Camden Base Budget / CLG Trailblazer Grant / Overcrowding Pathfinder Grant / Early Years and Sure Start	Effective health action planning linked to housing options planning amongst hard to reach households in social housing.	
2. Develop a worklife-coaching model to help tenants build the skills and confidence to move on in life and establish this as a good practice model to share with partners.	Apr-09	Dec-11	PFA Service Manager / Mobility, Work and LifeSkills Manager		Effective ways of working with tenants established, that help them aspire to and achieve housing, employability and wellbeing goals.	
3. Establish a protocol with Children's Services for the use of eCAF referrals in appropriate cases.	Apr-09	Jul-09	Mobility, Work and LifeSkills Manager		Effective integrated working across services dealing with children and families, leading to improved children's health & wellbeing.	
4. Implement an SLA with Early Years and Sure Start Services.	Apr-09	Mar-10	Mobility, Work and LifeSkills Manager / Partnership Opportunities Manager		Strategic links strengthened and shared work objectives agreed linked to the Every Child Matters Agenda and Children and Young Peoples Plan.	
5. Explore the need for additional SLAs with Children Schools and Families and Adult Social Care Services.	Apr-09	Oct-09	PFA Service Manager		Effective joint working, including SLA's where necessary, with a range of Children's Schools & Families & Adult Social Care services delivering jointly agreed outcomes.	

6. Develop effective information sharing and referral mechanisms with partners for complex money advice and debt cases.	Apr-09	Mar-10	Partnership Opportunities Manager		A network of money advice & debt services working in partnership to deliver basic and more specialist advice to financially excluded clients in deprived areas of the borough.	
7. Deliver in partnership with the PCT's Healthy Communities Project a range of interventions and advice on family wellbeing, including access to childcare solutions, advice on fitness, parenting skills, family healthcare and healthy eating.	Apr-09	Sep-10	PFA Service Manager / Partnership Opportunities Manager		Improved access to childcare, family support & community health services for hard to reach families, leading to improved health and wellbeing for parents and children in social housing.	

2. Housing Options & Advice Service

Objective 2.1 Prevent homelessness and improve the work/life chances of private sector occupiers and people in urgent housing need

Action	Start Date	End Date	Lead	Resources	Key Outcome	Progress
1. Remodel the Housing Options and Advice Service to support the better delivery of linked housing options, employability and wellbeing services.	Aug-08	Jun-09	HOAS Manager	LBC General Fund/ Homelessness Strategy Implementation Grant/ Supporting People Grant	Staff in new roles and providing enhanced services to customers	
2. Develop a package of information and assessment tools for employment, health and wellbeing services to assist 'drop in', casework and Pathways customers (including ex offenders) approaching the advice service.	May-09	Jul-09	HOOT Managers		Assessment tool in use by all staff and positive feedback from customers leading to improvements.	
3. Develop a new Tenancy Intervention protocol to ensure that all prevention households who retain their home or are placed in new homes via Camden's Private Renting Scheme have access to employment and wellbeing services.	May-09	Jul-09	Initiatives Team Manager		New Tenancy Intervention Team established and prevention customers linked effectively to services.	

4. Review current services to improve in and out of borough tenancy sustainment for PRS placements and to promote engagement with partner services.	Jun-09		Initiatives Team Manager		All in and out of borough PRS placements offered floating support and sustaining tenancies.	
5. Review service to home- owners to ensure homelessness prevention casework fully incorporates advice to maximise employment, manage debt, negotiate with lenders, represent in court proceedings and assist to access the mortgage rescue schemes.	Jan-09	Aug-09	HOOT Managers		Protocol for two-way referrals established with local money advice providers to ensure that 100% of mortgage cases receive housing rights support and debt advice.	
6. Develop initial money advice and benefits assessments for all customers receiving casework services and develop processes and referrals to maximise customers income and benefit opportunities.	Apr-09	Jul-09	Operations Manager		Customers engaging with assessments and accessing specialist benefits and money advice where appropriate.	
7. Develop and increase the work with landlords and tenants to improve property and management standards.	Apr-09	Mar-12	Operations Manager		Landlords engaged in positive discussions about standards and tangible improvement achieved, including in space management and quality of life within overcrowded homes, ensuring that where appropriate larger families can remain in their homes.	

Objective 2.2 Maximise move on from Camden's Hostel Pathways linked to work opportunities

Action	Start Date	End Date	Lead	Resources	Key Outcome	Progress
1. Review the work of the Move On Team to increase move on from supported housing for single people ready for independent living and link this to employment opportunities where possible.	Mar-09	Jul-09	Service Manager	LBC General Fund/ Homelessness Strategy Implementation Grant/ Supporting People Grant	Move on targets met.	
2. Develop with Supporting People and providers a 'Ready for Move On and Independent Living Tool' to establish good practice and improve move on outcomes.	Mar-09	Jul-09	Operations Manager		Customers far better understand the housing and life options available to them and are motivated to engage with the move on programme.	

3. Develop a benefits & tax credit tool to roll out checks and better off calculations for people looking to rent privately who are working or seeking work.	Feb-09	Sep-09	HOOT managers		Tool in use and positively received by customers successfully accessing new homes.	
4. Develop procedures to ensure all customers moving on from supported housing receive appropriate floating support and employability services.	Jan-09	Jul-09	Pathways Team Manager		Agreement in place that all in borough and out of borough placements are all provided with a minimum period of floating support.	

Objective 2.3 Maximise housing, training and employment opportunities for young people (under 25s)

Action	Start Date	End Date	Lead	Resources	Key Outcome	Progress
1. Develop a programme of local schools talks for 14-16 year olds.	Dec-08	Sep-09	HOOT managers	LBC General Fund/ Homelessness Strategy Implementation Grant/ Supporting People Grant	Talks taking place in schools as a regular feature and positively received/contributed to by staff and pupils.	
2. Develop a range of improved housing solutions for young people, such as new flat shares (the Worker Studio Project), linked to employment and training opportunities.	Apr-09	Mar-12	Pathways and Move On Team Manager		Targets met and living arrangements sustained in a high percentage of cases.	
3. Develop, coordinate and monitor housing options and employment events and training across the young peoples supported housing estate.	Jun-09	Aug-09	Pathways and Move On Team Manager		Young move on clients are increasingly work ready or preparing for work.	
4. Review procedures with Children Schools and Families for the joint assessment of homeless 16 and 17 year olds.	Feb-09	Jun-09	Operations Manager		Seamless joint approach to housing and supporting young homeless people in place.	

Objective 2.4 Address the housing and employment needs of ex-offenders and other vulnerable adults

Action	Start Date	End Date	Lead	Resources	Key Outcome	Progress
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1. Develop and implement a referral protocol with Offender Management Services.	Nov-09	Mar-09	Pathways Move On Team Manager	LBC General Fund/ Homelessness Strategy Implementation Grant/ Supporting People Grant	Ex offenders placed in appropriate housing effectively. Customers benefiting from new arrangements for co-location of staff.	
2. Establish new protocols to minimise delayed hospital discharge and to accommodate care leavers.	Jan-09	Jul-09	Pathways Move On Team Manager		Formal protocol across all hospitals in place and leading to improved joint working. Delays in housing offers significantly reduced.	
3. Establish new initiatives to promote tenancy sustainment amongst ex offenders and other vulnerable adults by linking to employment, money advice and wellbeing services.	Apr-09	Dec-09	Private Sector Initiatives Team		New Intervention Service proactively supporting landlords and tenants in partnership with floating support providers to ensure long-term sustainment.	

3. Homeless Household Support Service

Objective 3.1 Maximise housing mobility and employability amongst people living in temporary accommodation

Action	Start Date	End Date	Lead	Resources	Key Outcome	Progress
1. Remodel the Homeless Households Support Service to support the delivery of linked housing related support, housing options, employment and well-being interventions to homeless people living in temporary accommodation.	Sep-09	Mar-10	HHSS Manager	Supporting People Grant	Remodelled service launched and staff delivering enhanced support solutions.	
2. Develop with the PFA Service a comprehensive needs assessment tool to determine housing, employment and wellbeing needs for all families and single people.	Apr-09	Sep-09	HHSS Quality & Performance Manager		Customers successfully engaged with housing, employment and well being planning.	
3. Develop a joint staff training programme with partners to enable support workers to deliver 6 monthly enhanced housing planning interviews and assertive outreach interventions to deliver a wide range of housing and employment solutions for customers.	Apr-09	Mar-10	HHSS Operations Managers		Staff fully trained & induction and refresher programmes in place.	

4. Develop a programme of regular family opportunity workshops (FOWs) to encourage engagement with specialist IAG services, training providers, adult education, health and play services.	Apr-09	Jul-09	HHSS Operations Managers		FOWs held regularly across TA and customers participate and benefit from them.	
5. Develop with the PFA Service a worklife coaching approach, to enable service users to improve their skill set, encourage and maintain aspirations using the Outcome Star model.	Sep-09	Mar-10	HHSS Operations Managers		Customers engaging with coaching opportunities and inputting to further development of the model.	
Objective 3.2 Tackle child poverty and improve family wellbeing within temporary accommodation						
Action	Start Date	End Date	Lead	Resources	Key Outcome	Progress
1. Develop specialist family support teams within HHSS, including dedicated needs assessment, crisis, vulnerable parent, employment and move-on teams to better meet individual needs.	Sep-09	Mar-10	HHSS Manager	Supporting People Grant	Teams in place and delivering positive outcomes for customers.	
2. Embed eCAF into all family assessments by completing eCAF's for all children, starting with the most vulnerable families, enabling HHSS to systematically link work with Children's Services.	Apr-09	Mar-10	HHSS Operations Managers		ECaf's in place for all children in TA.	
3. Create a Children's Champion role to promote good practice and develop new initiatives with the PFA Service for children, including the Budget Holding Lead Professional Project (BHLP) and Team Around the Child (TAC).	Jan-09	Apr-09	HHSS Manager		BHLP and TAC fully embedded into support package.	
4. Create a dedicated 'Vulnerable Parent' Team offering comprehensive learning based support, access into parenting programmes and practical advice and support on a needs led basis.	Sep-09	Mar-10	HHSS Operations Managers		Effective Team established and knowledge of the needs of vulnerable parents significantly raised.	

5. Develop with the PFA Service a system to monitor and ensure full access to information about activities, play, events and other services for Camden children, via children's libraries for each borough, family day events, individual children information packs and establishing regular mail shots.	Apr-09	Jan-10	HHSS Manager		Comprehensive HNG Children's Play and Development Strategy in place and delivering to children.	
6. Strengthen strategic links with CSF by developing a robust SLA, holding regular partnership liaison meetings and agreeing shared work objectives around the Every Child Matters Agenda.	Apr-09	Mar-10	HHSS Manager		Robust SLA in place with Children, Schools and Families.	
7. Deliver in partnership with the PCT's Healthy Communities Project a range of interventions and advice on family wellbeing, including access to childcare solutions, advice on fitness, parenting skills, family healthcare and healthy eating.	Apr-09	Sep-10	HHSS Manager		Health and wellbeing programme implemented by support workers in partnership with PCT.	
8. Establish regular healthy living surgeries across all hostels.	Apr-09	Jul-09	HHSS Operations Managers		Healthy Living Surgeries held in all LBC hostels.	
9. Develop with partners a programme of money management coaching and budget planning workshops for homeless households.	Apr-09	Mar-10	HHSS Operations Managers		Financial Management Workshops delivered across TA and income maximised for a high percentage of customers.	

Objective 3.3 Improve children's education, learning and development whilst living in temporary accommodation

Action	Start Date	End Date	Lead	Resources	Key Outcome	Progress
1. Introduce a system to use eCAF to ensure regular attendance at school/ nursery/ playgroups by all children, linking into Children's Centres for all under 5's and working with the School Inclusion & Reintegration Team for all over 5's.	Apr-09	Mar-10	HHSS Manager	Supporting People Grant	All children in education system and linked to education services.	

2. Maximise learning spaces within hostels by converting communal areas to accommodate homework clubs and TAP Services.	Sep-09	Sep-10	HHSS Operations Managers		Homework clubs in place across hostels and regularly attended by young people.	
3. Convert computer rooms in hostels for IT clubs and home learning.	Sep-09	Sep-10	HHSS Operations Managers		Young people engaged and benefitting from IT clubs and learning initiatives.	
4. Develop targeted learning opportunities to 10-16yr olds, including individual tuition programmes, learning workshops, homework clubs and access to IT.	Sep-10	Sep-11	HHSS Operations Managers		10-16year olds engaging with a range of learning opportunities.	
5. Explore new funding streams for IT and other learning equipment.	Mar-10	Mar-11	HHSS Manager		Purchase programme in place to meet IT requirements.	
6. Develop fundraising activities to support leisure/outings/ holidays and sports equipment to assist children and young people to access museums/art galleries/historic buildings/leisure facilities/outside play spaces.	Sep-09	Mar-11	HHSS Manager		Children and families actively engaging in, organising and evaluating activities - inputting to direction of programme.	
7. Develop joint working processes with Camden Youth Service to link young people into after school and holiday activities, with an emphasis on learning outcomes, self - development, education & training.	Mar-10	Mar-11	HHSS Operations Managers		All children in TA provided with the opportunity to link into after school and holiday activities.	

5. Measuring success

Objective 1.1 Maximise housing mobility and employability amongst council tenants						
Ref	Indicator	Existing Indicator?	Baseline Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12

1.1.1	New housing and employability assessments carried out.	New activity	0	800	900	1,000
1.1.2	Moves out of social housing via Tenant Options Fund.	Yes	81	120	150	175
1.1.3	Adult dependents accessing housing linked to employment and training.	New Activity	0	10	20	35
1.1.4	Tenants engaging with IAG/ training and employability services via PFA (30%).	New activity	0	240	260	280
1.1.5	Tenants taking up new work related training via PFA (20%).	New activity	0	160	175	190
1.1.6	Tenants accessing childcare via PFA to enable work (10%).	New target	0	80	90	100
1.1.7	Tenants entering new employment via PFA (10%).	New activity	0	80	90	100
1.1.8	Housing customers accessing employment and training services via housing options/CBL sites:	New activity	0	7,000	9,000	12,000
Objective 1.2 Tackle overcrowding and reduce under-occupation						
Ref	Indicator	Existing Indicator?	Baseline Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
1.2.1	Moves out of overcrowded homes via CBL and housing options.	Yes	379	400	450	500
1.2.2	Under-occupation moves via CBL and housing options.	Yes	68	100	130	160
1.2.3	Minor adaptations and space saving interventions.	Yes	136	180	220	260
1.2.4	Major adaptations.	Yes	0	10	10	10
1.2.5	Joint wellbeing interventions for overcrowded families.	Yes	27	150	180	200
Objective 1.3 Improve health and wellbeing, and help tenants build confidence and self esteem						

Ref	Indicator	Existing Indicator?	Baseline Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
1.3.1	Number of new wellbeing assessments carried out (100%).	New activity	0	800	900	1,000
1.3.2	Number of tenants or adult family members referred to health, self help or social care services.	New activity	0	320	360	400
1.3.3	Number of tenants or family members addressing substance misuse/ smoking cessation/ health issues.	New activity	0	200	225	250
1.3.4	New financial planning assessments carried out.	New activity	0	300	320	350
1.3.5	Percentage of cases where debt reduction plans are on target	New activity	0	75%	80%	85%
1.3.6	Percentage of cases where family income can be and is increased.	New activity	0	90%	93%	95%
1.3.7	Percentage of tenants reporting improved health/wellbeing.	New Activity	0	40%	42%	45%

Objective 2.1 Prevent homelessness and improve the work/life chances of private sector occupiers and people in urgent housing need

Ref	Indicator	Existing Indicator?	Baseline Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
2.1.1	Homelessness cases prevented. (HAPI 's 1-3)	Yes	1000	1025	1050	1075
2.1.2	Percentage of drop in customers given an initial employment, training or money assessment linked with 'one off' housing options advice.	New activity	0	90%	100%	100%
2.1.3	Number of casework customers given an full employment, training or money assessment linked with housing options advice and assistance.	New activity	0	1000	1100	1200
2.1.4	Households placed into the private sector.	Yes	475	500	525	550

2.1.5	Placements sustained in the private sector.	New target	Approx 90% (inconsistently recorded)	95%	96%	97%
2.1.6	100% of households in mortgage difficulty and rent arrears provided with a casework service.	Yes	100%	3 Year Annual Target		
2.1.7	Casework clients referred to IAG and other employment services.	New activity	0	50	100	150
2.1.8	Wellbeing improved through repairs and better property management within private sector homes including overcrowded homes (HAPI 8)	Yes	47	150	200	250
2.1.9	Initial money assessment carried out with casework clients and benefits advice provided.	New activity	0	100%	100%	100%
2.1.10	Maximise client income by raising £325,000/ year (HAPI 7).	Yes	£225,000	3 Year Annual target		
2.1.11	Clients referred to specialist Money Advice Services.	New target	0	50	60	70

Objective 2.2 Maximise move on from Camden's Hostel Pathways linked to work opportunities

Ref	Indicator	Existing Indicator?	Baseline Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
2.2.1	Moves to settled housing by single clients ready for move on (including young people and ex offenders).	Yes	60	175	215	245
2.2.2	Move on clients work ready or actively preparing for work.	New target	0	50	55	85
2.2.3	Moves to settled housing linked to employment:	New activity	0	25	40	50
2.2.4	Percentage of Camden supported housing projects worked with to promote move on linked to employment.	New target	30%	50%	60%	70%

Objective 2.3 Maximise housing, training and employment opportunities for young people (under 25s)

Ref	Indicator	Existing Indicator?	Baseline Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
2.3.1	Schools talks provided.	New target	1	4	6	8
2.3.2	Young people placed into flat shares or other private sector options.	Yes	8	30	60	60
2.3.3	Number of young people engaged in preparation for move on and to become work or training ready.	New target	0	50	75	125

Objective 2.4 Address the housing and employment needs of ex-offenders and other vulnerable adults

Ref	Indicator	Existing Indicator?	Baseline Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
2.4.1	100% of referrals made under joint protocol.	New target	0	3 Year Annual Target		
2.4.2	Housing, support and employment assessments carried out for 100% of ex-offenders.	New activity	0	3 Year Annual Target		
2.4.3	Ex offenders referred by offender management organisations to supported housing.	Yes	100	100	100	100
2.4.6	Percentage of move on tenancies sustained for at least 1 year.	New target	0	90%	92%	95%
2.4.7	100% of ex-offenders engaged with floating-support services.	Yes	100%	3 Year Annual Target		
2.4.8	100% of hospital discharge cases placed within 2 weeks.	New target	100%	3 Year Annual Target		
2.4.9	30 16 and 17 year old care leavers accommodated in Pathways Hostels at any one time.	New target	30	3 Year Annual Target		

Objective 3.1 Maximise housing mobility and employability amongst people living in temporary accommodation

Ref	Indicator	Existing Indicator?	Baseline Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
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3.1.1	Households moved on to settled housing via CBL and Housing Options.	Yes	318 (TA reduction target will be reached in May 2009 – 3 year targets reflect reduction in temp to settled activity)	100	120	130
3.1.2	New full ETE assessments carried out for 100% of TA residents.	New activity	0	3 Year Annual Target		
3.1.3	Households engaging with IAG/ employability services.	Yes	5%	25%	40%	50%
3.1.4	Households taking up training and/or employment.	Yes	2%	10%	15%	20%
3.1.5	Households accessing childcare to enable work.	New target	0	5%	8%	10%
3.1.7	Family Opportunity Workshops held.	New Activity	0	2	12	12
3.1.6	100% of support staff trained in enhanced options advice and planning and work/life coaching.	New activity	0	3 Year Annual Target		
Objective 3.2 Tackle child poverty and improve family wellbeing within temporary accommodation						
Ref	Indicator	Existing Indicator?	Baseline Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
3.2.1	100% of families in TA assessed with new assessment tool and 6 months reviews set.	New target	0	3 Year Annual Target		
3.2.2	Positive outcomes achieved via family support package.	Yes	600	900	800	700

			(3 year targets reflect improved performance against reducing numbers in TA)			
3.2.3	100% of children registered with GP and dentist.	Yes	79%	3 Year Annual Target		
3.2.4	Referrals to partner service providers, (including eCAF referrals to children's services).	Yes	420 (3 year targets reflect improved performance against reducing numbers in TA)	900	800	700
3.2.5	100% of HHSS staff fully trained on eCAF, child protection, lead professional and vulnerable adults.	New target	0	3 Year Annual Target		
3.2.6	Positive outcomes achieved via Budget Holder Lead Professional.	New activity	0	30	40	60
3.2.7	Clients engaging with Vulnerable Parent Support Team.	New activity	0	50	60	70
3.2.8	Families engaging with parenting programmes.	New target	0	5%	8%	10%
3.2.9	Funds raised for leisure activities for children.	Yes	£5,000	£5,000	£10,000	£20,000
3.2.10	Percentage of customers engaged with financial support planning and budget management	New target	0	75%	90%	90%
3.2.11	100% of customers in financial difficulty referred to money advice services	New target	0	3 Year Annual Target		
Objective 3.3 Improve children's education, learning and development whilst living in temporary accommodation						
Ref	Indicator	Existing Indicator?	Baseline Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
3.3.1	Young people linked into extra tuition.	New activity	0	100	150	200

3.3.2	Funds raised for IT and other learning equipment.	New activity	0	£5,000	£35,000	£10,000
3.3.3	100% of children linked into school/ nursery/ playgroup placement.	New target	100%	3 Year Annual Target		
3.3.4	100% children (>12yrs) have access to IT or possess personal laptops for home learning.	New activity	0	3 Year Annual Target		
3.3.5	100% children and young people helped to access leisure facilities in and out of Camden.	New target	0	3 Year Annual Target		