



Enhanced Housing Options Trailblazer Action Plan
Communities and Local Government Trailblazer Program
2009- 2011

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Overview

The Council has a clear vision of what it wants to achieve in Redditch and has set priorities that will enable it to achieve this. Enhancing the Housing Options Service via the Communities and Local Government Trailblazer Grant is one such priority which will play a key role in delivering our vision:

‘An enterprising community which is safe, clean and green’

Enterprising Community

The Enhanced Housing Options Action Plan includes increasing the supply of family accommodation through the use of POD technology; offering more accommodation for young single people to live independently; providing more support for those wishing to downsize to smaller properties; the development of a joint strategy between key agencies and the voluntary sector which identifies and breaks down the barriers which prevent people from becoming self sufficient members of the community; providing more training opportunities designed to raise the skills of our population; offering better support to those seeking employment and housing and encouraging outside investment into the area.

Safe

The Enhanced Housing Options Action Plan outlines how the Council will work in partnership with other agencies and members of the voluntary sector to assist former offenders, drug or alcohol users who have shown a commitment to turning their lives around to find settled accommodation in the Borough. This will reduce the likelihood of individuals re-offending or re-lapsing and contribute towards making Redditch a safer place to live and work.

Clean and Green

The introduction of a Befriending / Mentoring service in partnership with St Basils will support customers to access accommodation, education and employment and advise them how to get involved in the management of our estates and the design of Council services. Through working in partnership with the local community we hope to see an increase in community spirit and a reduction in littering, fly tipping and other behaviour which is detrimental to the environment.

What we will do?	When we will do it by?	Who will deliver this?	Resources Needed	Milestones	Target / Outcome	What would success look like?	Comments
<p>Promote the use of Pod technology as a flexible solution to over-crowding / meeting the needs of those with disabilities</p> <p>Our show flat has already welcomed visitors from other local authorities and housing associations.</p> <p>We have met the needs of two disabled individuals requiring additional space and walk in shower facilities who would otherwise have needed to move.</p>	Publicity for the scheme and staffing of the show flat will continue up until Mar 2011	<p>Project Manager</p> <p>Jayne Bough – Housing Services Manager</p> <p>Lead Officer</p> <p>Carol Cockette</p> <p><u>RBC - Project Team</u></p> <p>Housing Options, Housing Services, Repairs and Maintenance, Capital, Procurement, Care and Repair Agency, Communications</p>	<p><u>Capital for Project</u></p> <p>£50,000 Trailblazer Grant</p> <p>Staff time will be met via existing revenue budgets</p> <p><u>Show Flat</u></p> <p>Community Warden - one day per week</p> <p>Capital will be supplemented via Equipment and Adaptations / Care and Repair Budgets</p>	<p>Project and design appraisal following pilot – completed by April 2009</p> <p>Expression of Interests requested – Sept 2009</p> <p>Tender process closed – Dec 2009</p> <p>Approved supplier Appointed – Jan 2010</p> <p>Households and properties selected - Jan 2010</p> <p>Work on Pods commenced – Feb 2010</p> <p>Work on Pods completed – Mar 2011</p>	<p><u>Target</u></p> <p>Meet the needs of at least five disabled or overcrowded families using Pod Technology</p> <p><u>Outcomes</u></p> <p>Better use of housing stock & reduced overcrowding (this will be monitored via the housing waiting list which shows there to be 531 overcrowded families from the 2572 registered. Case studies will also be produced during Trailblazer program), Wider range of housing solutions (Pods are another option to put in Housing Options Tool Kit), Reduced adaptation costs (we will record savings by comparing to costs that would have been incurred had extensions been done), Raised awareness of Pod Technology (to be recorded via numbers visiting Show Pod and portfolio of articles appearing in industry magazines and press).</p>	<p>At least five overcrowded or households with a need due to a disability will have a completed POD.</p> <p>Lessons learned from the process are available to other Local Authorities looking to adopt a similar approach</p> <p>POD technology is adopted by other Local Authorities and customers get the benefit outside of Redditch area.</p>	

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<p>Increase information available to offenders and coordinate cross-agency training to reduce barriers in accessing accommodation and reduce financial exclusion following release from custodial sentences.</p> <p>We have extended this to include advice regarding tackling financial exclusion as the project team felt that this group were particularly at risk following changes to Housing Benefit direct payments.</p>	Feb 2011	<p>Project Manager</p> <p>Elise Hopkins – Housing Options Manager</p> <p>Lead Officer</p> <p>Glenda Davis</p> <p><u>Project Team</u> Housing Options, Housing Benefits, Probation, Prison Service, Police, Representatives from Poverty Task Force and Community Safety Partnership, Citizens Advice Bureau, Credit Union</p>	<p><u>Capital for Project</u> £2,500 Trailblazer Grant</p> <p>Staff Time will be met via existing revenue budgets</p> <p><u>Sustainability</u> If this initiative is successful we should see a reduction in housing related debt. Officers would seek to secure funding for future information from Rent and Welfare budgets.</p>	<p>Set NI18 target following Place Survey – April 2009.</p> <p>Design and carry out survey with offenders to establish satisfaction with services and levels of financial exclusion - May 2009.</p> <p>Offender pathway into custody and points of contact identified – May 2009.</p> <p>Set up monthly project meetings – May 2009.</p> <p>Set target for improved satisfaction and number of offenders we aim to assist– June 2009.</p> <p>Joint training finalised – June 2009.</p> <p>Packs produced and distributed -June 2009.</p> <p>Carry out further ex-offender surveys Feb 2010 and Feb 2011 to monitor improvements.</p>	<p><u>Target</u> Targets relating to number of offenders to be assisted to be set in June 09</p> <p><u>Outcomes</u> Improved customer service (monitored via customer satisfaction survey where baseline is 89% and results of ex- offender surveys), Reduced abandonment and subsequent housing-related debt (In last 12 months 29 Council properties were abandoned leaving arrears totalling £24,549), Reduced re-offending and Safer Communities (We will monitor this via offending in PPO's - 14 PPO's were believed to be responsible for 303 offences in last 12 months and via NI18 indicator (target is deferred until outcome of Place Survey). Reduced Financial Exclusion (will be monitored via baseline set in new offender survey).</p>	<p>All offenders likely to be placed into custody for over 12 weeks receive appropriate advice regarding managing their tenancies,</p> <p>100% of long-term offenders are offered Housing Options and Money Advice prior to or immediately after release.</p> <p>More offenders secure settled accommodation and maintain it</p> <p>The level of financial exclusion in ex-offenders is reduced.</p>	

What we will do?	When we will do it by?	Who will deliver this?	Resources Needed	Milestones	Target / Outcome	What would success look like?	Comments
<p>Develop a specialist rent deposit scheme to assist more ex-offenders or recovering drug or alcohol addicts into settled accommodation and reduce re-offending or substance abuse.</p> <p>Households will receive appropriate support based on their needs to ensure that they sustain their tenancy.</p> <p>All households that participate will be encouraged to take part in community events and activities.</p>	May 2009	<p>Project Manager</p> <p>Elise Hopkins – Housing Options Manager</p> <p>Lead Officer</p> <p>Glenda Davis</p> <p><u>Project Team</u> Housing Options, Probation, Prison Service, Police, Representatives from Poverty Task Force and Community Safety Partnership, Citizens Advice Bureau, Credit Union, After Care Team, Supporting People, SMAT</p>	<p><u>Capital for Project</u></p> <p>£25,000 Trailblazer Grant</p> <p>Staff Time will be met via existing revenue budgets</p> <p><u>Sustainability</u></p> <p>A mechanism for funds to be paid back via Credit Union accounts would be set up to maximise the on-going funds available for future customers.</p>	<p>Set up Project Team May 2009.</p> <p>Introduce information sharing consent form to allow Landlord Forum, SMAT team, Probation, Housing Services and Housing Options to share information for the purpose of monitoring successes - May 09.</p> <p>Produce information to encourage involvement in community events / activities – May 09</p> <p>Develop Survey to monitor engagement in community events / activities – May 09</p> <p>Identify how funding should be prioritised to maximise success towards LAA targets – May 2009</p> <p>Scheme ready to lend deposits by May 2009.</p>	<p><u>Target</u></p> <p>At least 35 households are assisted into settled accommodation.</p> <p>100 % of PPO's access secure accommodation (baseline 80%).</p> <p>75 % maintain accommodation for 6 months (to be monitored quarterly via Landlord Forum)</p> <p>75 % continue to engage with probation or in drug / alcohol rehabilitation programs for 6 months or duration of order (to be monitored via SMAT and probation figures)</p> <p>100% make choices about housing, employment and education (evidenced via action plans and support plans)</p> <p>30% take part in community events/activities (monitored via support plans and Housing Services Survey).</p> <p><u>Outcomes</u></p> <p>Reduced re-offending and Safer Communities (monitored via PPO Offending and NI18)</p>	<p>The scheme has successfully allowed socially excluded groups to access and maintain accommodation.</p> <p>Offending behaviour has reduced as lifestyle becomes less chaotic</p> <p>Socially excluded groups are integrated into the community and take part in events and activities</p> <p>Socially excluded groups understand their options and make informed decisions about their own future.</p>	

What we will do?	When we will do it by?	Who will deliver this?	Resources Needed	Milestones	Target / Outcome	What would success look like?	Comments
<p>Provide more quality single rooms in shared houses within the Private Rented sector for young singles looking to live independently.</p> <p>We would also like to develop a matching service for young people so that they can find other people with similar interests to rent on a longer term basis with them.</p>	<p>Scheme would be fully operational by March 2011</p>	<p>Project Manager</p> <p>Elise Hopkins – Housing Options Manager</p> <p>Lead Officer</p> <p>Sharon Samuels</p> <p><u>Project Team</u> Housing Options Private Sector Team, Landlords Forum, Dave Broadbent (accredited landlord), St Basils Floating Support Service</p>	<p><u>Capital for Project</u> £10,000 – Trailblazer Grant Money will be used to fund furniture, rent deposit guarantees and rent in advance.</p> <p><u>Revenue Support Costs</u> Supporting People funding was secured as part of North Worcestershire Young Peoples Project and provided by St Basils</p> <p><u>Sustainability</u> Customers will be asked to pay back the money owed via the credit union so that future funding is available.</p>	<p>Landlord identified March 2009 Service specification completed – May 2009 Essential work to property completed - June 09 Furniture is purchased and installed June 09 Tenants selected June 09 1st property is fully occupied by July 09 Negotiation with landlord for 2nd property completed – Feb 2011. Access to accommodation is linked to North Worcestershire accommodation gateway – March 2011</p>	<p><u>Target</u> Provide 5 units of affordable, good quality, single room Private Rented accommodation with low level support.</p> <p>Landlord agrees to 2nd property to increase the accommodation provision further.</p> <p><u>Outcome</u> Wider range of housing solutions More accommodation available for Young Single People (which can be added to housing options tool kit).</p>	<p>Young people on benefits have the opportunity to privately rent good quality single room accommodation to prove that they can sustain independent living. Those requiring low level support learn the skills they need. A clear pathway allows individuals to move-on into other privately rented accommodation. Funding via Innovations fund is available to bridge gap between end of benefit payments and first pay from employer.</p>	

What we will do?	When we will do it by?	Who will deliver this?	Resources Needed	Milestones	Target / Outcome	What would success look like?	Comments
Develop a cross agency Joint Strategy which identifies and breaks down the barriers which prevent people from being self sufficient members of our community and encourages economic growth in the area.	January 2010	<p>Project Manager</p> <p>Jayne Bough – Housing Services Manager</p> <p>Lead Officer</p> <p>Victoria Caney</p> <p><u>Project Team</u> Housing Options, Benefits, Job Centre Plus, Primary Care Trust, Night Stop, YMCA, Worcestershire Supporting People, CAB, Credit Union, Sure Start, New College, CRV, Care and Repair, Reddi Centre</p>	<p><u>Capital for Project</u> £2,500 Trailblazer Grant</p> <p>Money will be used to promote, distribute and train staff as required. Project support met via existing RBC revenue budgets.</p>	<p>Consultation with stakeholders – Jan 2009.</p> <p>Draft Homelessness and Housing Advice Review completed – May 2009.</p> <p>Current cost of service provision identified – May 2009. Partners have developed a Draft Joint Strategy and Action Plan – October 2009.</p> <p>Consultation with Service Users is completed - December 2009.</p> <p>Joint Strategy is published January 2010 and work commences.</p>	<p><u>Target</u> Joint Strategy Developed which identifies SMART actions for change.</p> <p><u>Outcomes</u> Greater partnership working will allow more progress to be made towards the targets given in respect of the LAA Priorities (Please see Table 1 and 2 to see where this links are).</p> <p>Better Value for Money (once baseline is established Lean System Thinking will identify savings).</p>	<p>Partners have developed a joint SMART Action Plan which breaks down the barriers to people being self-sufficient members of the community.</p> <p>Agencies are working together to offer joined up advice regarding housing, housing benefits, employment and education aimed at encouraging people into employment.</p> <p>Agencies have identified savings by joining resources to fund enhanced housing options services beyond Trailblazer grant. Economic Development in Redditch expands providing more jobs.</p>	

What we will do?	When we will do it by?	Who will deliver this?	Resources Needed	Milestones	Target / Outcome	What would success look like?	Comments
<p>Provide an Innovations Fund or flexible pot of money that the Council, partner agencies and the voluntary sector can access to incentivise or encourage individuals back into employment or education.</p> <p>Where appropriate customers may be required to pay funds back to ensure that fund is able to continue beyond the two years. This will be organised via the local credit union.</p> <p>.</p>	March 2011	<p>Project Manager</p> <p>Elise Hopkins – Housing Options Manager</p> <p>Lead Officer</p> <p>Brenda Harbon</p>	<p>Trailblazer Grant £5,000</p> <p>We anticipate that this will be used to pay for transport costs, interview clothes, (possibly small rent shortfalls if part-time work is found while benefits are assessed), costs associated with obtaining ID required to access bank accounts or employment.</p> <p><u>Sustainability</u> Dependant on the success of this scheme future funding may be requested from LAA budgets</p>	<p>Consult with partners and set up panel – April 09</p> <p>Referral process agreed – May 2009</p> <p>Service Level Agreement Developed – May 2009</p> <p>Loan / Grant agreements formalised and recovery or payback process agreed – May 2009.</p> <p>Materials for scheme are developed and marketing is undertaken in the local area by June 2009.</p> <p>Scheme Launches – June 09</p> <p>Lessons Learned guidance produced – March 2011</p>	<p>We anticipate being able to assist 35 people with maximum awards being in the region of £200.</p> <p>70% of those assisted through the Innovations Fund access work or employment.</p> <p>Case Studies and lessons learned guide produced.</p> <p><u>Outcomes</u> Skills of population increase. Individuals are assisted to get off job seeking benefits. (Refer to Tables 1 and 2 to see LAA priorities, and links).</p>	<p>A greater number of people are able to access education and work in order to better themselves and become self sufficient members of the community.</p> <p>RBC provide the CLG with customer case studies which highlight potential barriers to other Enhanced Housing Options Teams trying to achieve similar things and drive best practice.</p>	

What we will do?	When we will do it by?	Who will deliver this?	Resources Needed	Milestones	Target / Outcome	What would success look like?	Comments
Set up a volunteer Befriending and Mentoring service using those who have experienced homelessness/housing need to encourage and support individuals approaching the Council for help to find housing to become self-sufficient and integrated into the community. Extend the Homelessness Prevention schools program to visit a larger number of schools and reach more people. Mentors and befrienders from a variety of ethnicities and ages will be recruited to try and meet the needs of all customers.	Fully staffed mentoring program by March 2011	<p>Project Manager</p> <p>Joint Initiative:</p> <p>Redditch Borough Council - Elise Hopkins</p> <p>St Basils - Matt Green</p> <p><u>Staff Resource</u> St Basils Floating Support Service and Redditch Borough Council Housing Services Team in partnership with RBC Redditch Centre</p>	<p><u>Capital for Project</u> £10,000 Trailblazer Grant</p> <p>The money will be used to fund training of Befrienders / Mentors, fund travel expenses and activities.</p> <p>Existing "Redditch Centre" Courses attract learning skills council funding.</p> <p><u>Sustainability</u> Depending on the success of this scheme future funding may be requested from LAA budgets to cover transport etc.</p>	<p>Course and service Specifications agreed (involving all key Redditch partners June 09).</p> <p>First intake of Befrienders start course Sep 09.</p> <p>Questionnaires are developed to monitor success of schemes - Nov 09.</p> <p>Befriending Service is operational - Dec 09.</p> <p>Schools Homeless Prevention Program commences Jan 10</p> <p>Based on information from questionnaires targets are set – Jun 10.</p> <p>First intake of Mentors begin course - Jan 10</p> <p>Mentoring service is operational - April 10.</p> <p>Target numbers of Mentors and Befrienders are met – March 2011.</p>	<p><u>Target</u> At least 10 Voluntary Mentors are trained. 15 Befrienders are recruited. 80% of Mentors find employment / take part in further skills training (within 9 months). 50% of Befrienders / Mentors become involved in community activities or management of estates (to be monitored via Housing Services Survey)</p> <p>All four secondary schools agree to take part in Homeless Prevention Program (delivered to 2325 pupils from year 9).</p> <p><u>Outcomes</u> Improved confidence, greater number of individuals find employment or participate in skills training.</p> <p>(Refer to Tables 1 and 2 to see LAA priorities and links).</p>	<p>A 2 Tier course is designed to train Befrienders initially, a selection these are given the opportunity to move on and train as Mentors</p> <p>Service provides a friendly ear and sign posts to appropriate services and provide introductions to community groups to encourage community cohesion.</p> <p>Homelessness Prevention schools program is extended to Redditch based on Birmingham St Basils STAMP approach.</p>	

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<p>Housing Benefits, Job Centre Plus and Housing Services advisors offer joined up advice to individuals facing redundancy. This will be facilitated via a Multi agency team of specialist advisors or 'task force' who will attend employer premises to offer advice to staff while using mobile technology.</p> <p>Implement the Customer Access Strategy to improve access to Council Services including Housing Options and Benefits Advice.</p> <p>115% more people were claiming JSA in Jan 09 compared to Jan 08.</p> <p>44% more people were accepted to receive JSA in Jan 09 compared to Jan 08.</p> <p>Approximately 1200 individuals have been made redundant and forced to claim JSA since Jul 08</p>	March 2011	<p>Project Manager</p> <p>Liz Tompkin</p> <p>Lead Officer</p> <p>Elise Hopkins</p> <p><u>Project Team</u></p> <p>RBC Housing Options, RBC Housing Benefits, Job Centre Plus, RBC One Stop Shop, RBC Borough Tenants Panel, Homelessness Review and Voluntary Sector project teams</p>	<p><u>Capital for Project</u></p> <p>£15,000</p> <p>Trailblazer Grant for Mobile Technology Project Support will be met via RBC existing revenue budgets</p> <p><u>Sustainability</u></p> <p>We will look to fund this on an ongoing basis via efficiency savings derived from lean working.</p>	<p>Task force Service Level Agreement developed May 2009</p> <p>Investment is made in technology allowing mobile working – June 2009</p> <p>Enhanced Housing Options Road shows are scheduled and held – July 2009 to March 2011 –</p> <p>Avoidable contact survey is reviewed and recommendations to reduce avoidable contacts are implemented – May 2009.</p> <p>Targets are set for processing applications and outcomes – May 09.</p> <p>Targets are set for resource savings through lean system thinking - May 09.</p>	<p><u>Target</u></p> <p>Provide task force for companies where more than 10 members of staff face redundancy. (We anticipate having to undertake at least 2 task force events per month in the current climate (assisting up to 50 individuals).</p> <p>The number of un-necessary customer contacts to the Council about Housing is reduced to what from current baseline 20.60%(NI14).</p> <p>We aim to reduce this by 5%.</p> <p>Mobile technology would also be utilised by visiting officers and for community events.</p> <p><u>Outcomes</u></p> <p>Increased Homelessness Prevention (acceptances monitored via P1E, 198 acceptances in 07/08)</p> <p>Faster access to Benefits (only need to provide documents once).</p> <p>Better customer service (the method for monitoring satisfaction and speed of outcomes across all agencies is a milestone). More Efficient / Leaner Services (we will record the time saved by adopting leaner approaches). Customer satisfaction increased (measured via questionnaires, baseline 89%).</p>	<p>Customers at risk of unemployment and possibly homelessness receive joined-up appropriate advice.</p> <p>Awareness of the Housing Options Service is raised within the Borough and customers approach the Council earlier so prevention of homelessness is easier (demonstrated through number of customers accessing service).</p> <p>The number of un-necessary customer contacts is reduced.</p>	

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<p>Employ a link worker, based within the Enhanced Housing Options Team at Redditch Borough Council to facilitate joined up working between Housing Options, Housing Benefits, Job Centre Plus and Education providers in the local area.</p> <p>115% more people were claiming JSA in Jan 09 compared to Jan 08.</p> <p>44% more people were accepted to receive JSA in Jan 09 compared to Jan 08.</p>	Feb 2010	<p>Project Manager</p> <p>Elise Hopkins</p> <p>Project Lead</p> <p>Brenda Harbon</p>	<p>£60,000 (based on two year temporary post for grade 6 officer). Staff member would work to the Housing Options Team Leader</p> <p><u>Sustainability</u> Depending on the success of this scheme future funding may be requested from LAA budgets to cover this post.</p>	<p>Housing Options Manager to spend 5 days in Job Centre Plus service – March 09</p> <p>Write job description and skills required in partnership with all agencies – March 09</p> <p>Advertise post - April 09</p> <p>Recruit to post - Jun 09</p> <p>Information sharing agreement and monitoring arrangements agreed – Jun 09</p> <p>Produce initial Tool Kit for Skills and Employment – Jun 09</p> <p>Enhanced Housing Options service is Launched – Jul 09</p> <p>Amend customer satisfaction questionnaire to reflect enhanced service – Jul 09</p> <p>Produce recommendations for service improvement and future funding proposals - Feb 10</p>	<p><u>Targets</u> Link worker will see 430 individuals over 20 months. Of these individuals 50% will seek further assistance from Job Centre Plus or Training Providers to find employment or training. 25% of individuals seen will find Employment or commence skills training. Tool Kit is produced to outline funding opportunities, skills training and employment opportunities in the Borough. Produce recommendations for service development and long term sustainability of project.</p> <p><u>Outcomes</u> More people accessing education or employment (to be monitored via outcomes questionnaire), Improved efficiency (to be evidenced via case studies and proposals for future service developments) Higher level of customer satisfaction (to be monitored via customer satisfaction questionnaire for enhanced housing options service).</p>	<p>Customers accessing Housing Options Advice Services and are able to consider their Housing Options in conjunction with income and future employment and education aspirations. Information is shared between organisations so that customers do not have to repeat their requirements or provide documents more than once. Areas where savings could be made by pooling resources between agencies are identified.</p>	

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Pilot the use of Council Temporary Accommodation for use as Training Flats for Care Leavers wishing to experience living independently According to information recorded since 2006, 77% of young people accessing independent accommodation after leaving the care system lose their accommodation due to Eviction in the first 12 months following non payment of rent or antisocial behaviour. 52% of Young People surveyed in a snap shot survey said that they would like the opportunity to use a training flat. Approximately 50 young people leave the Care system per annum in Worcestershire.	March 2011	Project Manager Elise Hopkins Lead Officer Brenda Harbon	As a result of increased prevention demand for Dispersed Unit Temporary accommodation has reduced so the use of these units as training flats can be accommodated within our existing provision. The After Care Service will fund both foster placements and the use of training flats so that there is somewhere the young person can return if they do not wish to live independently immediately. The cost of placements is yet to be finalised but there is a spend to save argument with cost of temporary accommodation if independent accommodation is lost.	Establish baseline for housing related debt in care leavers contained in earlier survey – April -09 Negotiate rates with After Care Service - April 09 Review Licence Agreement – May 2009 Produce Service Specification – May 2009 Design mechanism for referral into the service – June 2009 Design Support Service with Supporting People – June 2009 Produce information packs for properties – June 09 Produce service user questionnaire to map success – June 09 Negotiate with the PCT regarding expanding the service - Nov 09.	Reduce the numbers of ex-care leavers losing accommodation to 50% (by end of 2 years). Widen the scope of training flat to include individuals leaving Mental Health Service or supported lodgings. <u>Outcomes</u> Reduced cases of Intentional Homelessness and Homelessness Acceptances (recorded via P1E, baseline 198 in year 07/08). Reduced housing related debts (Rent Team to collate information and set baseline), Greater number of tenants with appropriate life skills to maintain tenancies (care leavers to receive skills training while in flat. Success of care leavers in tenancies will be tracked and recorded via Housing Options Team), Young people will gain confidence to live independently (monitored via service user questionnaire).	The training flat provides those leaving care with the opportunity to experience independent living without losing their long term care placements. It identifies where further work is required before formal tenancies begin. Where placements fail young people are not excluded from the housing register due to debt. Confidence is built and life skills are widened.	

What we will do?	When we will do it by?	Who will deliver this?	Resources Needed	Milestones	Target / Outcome	What would success look like?	Comments
<p>Introduce an additional Special Needs Tenancy Officer who will target individuals in under-occupied Council or Housing Association properties and prioritise moves to smaller accommodation to free up family accommodation for overcrowded families,</p> <p>We already have a Special Needs Officer who freed up 49 properties and saved £117,000 from Equipment and Adaptations budgets by facilitating moves to more suitable properties in 2008.</p>	March 2011	<p>Project Manager</p> <p>Elise Hopkins</p> <p>Lead Officer</p> <p>Carol Cockette</p>	<p>Cost of additional post funded via Redditch Borough Council revenue budgets</p> <p>£10,000 incentives from Redditch Borough Council Capital per year to fund costs associated with helping vulnerable under-occupied tenants to move and fund incentives.</p> <p><u>Sustainability</u></p> <p>If successful further capital funding will be requested to continue the scheme.</p>	<p>Complete survey of under-occupied accommodation - February 2009</p> <p>Approve changes to allocations policy to enhance ability to free up under-occupied accommodation - April 09</p> <p>Undertake campaign to encourage people to downsize - May 09</p> <p>Sign Draft Equipment and Adaptation protocol between PCT and RBC – April 09</p> <p>Role out protocol to sub-region May 10</p>	<p>Target</p> <p>Free up at least 80% of under-occupied properties where individuals are registered and bidding through CBL system (from waiting list information there are currently 39 households underoccupied).</p> <p><u>Outcomes</u></p> <p>Improved customer satisfaction (Housing Options satisfaction questionnaire – baseline 89%)</p> <p>Better use of Housing Stock (overcrowding is reduced this will be monitored via the housing waiting list which shows there to be 531 overcrowded families from the 2572 registered).</p> <p>Better value for Money (we hope to save a further £150,000 from equipment and adaptations budget over 2 years as a result of facilitating appropriate lettings).</p>	<p>Customers wishing to move from under occupied properties are given more opportunity, support and incentive to move.</p> <p>Better use us made of existing housing stock.</p> <p>Money from the equipment and adaptations budget is saved to ensure a greater number of individuals have their needs met.</p>	

Table 1

Number	Trailblazer Action
1	Use Pod technology to tackle Overcrowding and Disability
2	Information Packs for Offenders and Tackle Financial Exclusion
3	Specialist Rent Deposit Scheme for Socially Excluded
4	Shared House for Young Singles on Benefits
5	Develop a Joint Strategy to tackle the barriers to accessing employment / education and encourage economic development in the area.
6	Innovations Fund to encourage/assist individuals back into work or education
7	Volunteer Mentoring and Befriending Service, plus Homelessness Prevention schools program
8	Provide Mobile technology for Task Forces going into companies making redundancies, community Enhanced Housing Options Events and improved customer access
9	Housing Options, Employment, Education, Benefit Link worker
10	Training Flat for Care Leavers or Looked After Children
11	Special Needs Officer and Move on Fund

Table 2

A tick indicates where a Trailblazer Action will contribute to delivering the LAA Priorities in Worcestershire

	Trailblazer Actions	1	2	3	4	5	6	7	8	9	10
LAA Priorities											
To continue to improve community safety and build confidence in communities			√								
To support and improve the leading of healthy lifestyles and well-being of adults and children and young people		√		√				√			
To reduce the harm caused by illegal drugs and alcohol				√							

Table 2 (continued)

A tick indicates where a Trailblazer Action will contribute to delivering the LAA Priorities in Worcestershire

	Trailblazer Actions	1	2	3	4	5	6	7	8	9	10
LAA Priorities											
To ensure all children and young people have the opportunity to participate in positive activities				√				√			
To remove barriers to employment and improve skills in education, employment and training			√	√	√	√	√	√	√	√	
To provide decent and affordable housing which meets the diverse needs of Worcestershire		√		√	√					√	√

Table 2 (continued)

A tick indicates where a Trailblazer Action will contribute to delivering the LAA Priorities in Worcestershire

	Trailblazer Actions	1	2	3	4	5	6	7	8	9	10
LAA Priorities											
To promote economic growth and enable the economy in targeted sectors and locations						√					