

Enhanced Housing Options Trailblazer Action Plan : London Borough of Greenwich

Our vision:

Greenwich aims to develop services to people who are at risk of homelessness, and in housing need to:

- **Deliver person centred services, tailored to the needs of individuals whatever their point of contact**
- **Provide interventions and assistance that prevent homelessness and offer solutions that are sustainable**
- **Support vulnerable young people and adults to achieve**
- **Deliver services that are accessible to customers, supported by partners and stakeholders**

The new service will be delivered through:

- An integrated young people's 'one stop shop' service where housing options and support staff work with other specialist services for young people, including social workers, employment and training advisers, substance misuse workers, PCT and mental health professionals. A triage assessment will involve the young person in identifying the services that they need at the point of contact.
- A comprehensive service to vulnerable adults in housing need, operating through outreach and partnership arrangements to reach people before the point of crisis and to provide a range of options and advice. This includes our multi agency team supporting ex-offenders and people with a substance misuse history to achieve sustainable housing solutions.
- Accessible information provided the CBL website, Housing Options Service partners and outreach to address needs around housing, financial and debt advice, employment and training and health.

CLG Enhanced Housing Options funding will support the management and development of these services. The grant will fund the EHO Manager and Service Development Officer post and contribute toward publicity and IT set up costs.

Greenwich Enhanced Housing Options Trailblazer Action Plan 2009-10

Action		Milestones	Dates	Resources	Lead Officer	Target/Outcome
1. Strategic Management of Enhanced Housing Options Service						
1	Develop framework for ongoing consultation and management of EHO action plan	Consult homelessness forum	April 09	Policy Officer support to homelessness forum Service Development Officer (SDO) support for service user forums and partnership	Jo Beck EHO Mgr	Framework in place
		First service user meeting	June 09			Partners and service users involved in service direction
		Establish consultation and management arrangements with key partners	July 09			
2	Publicity campaign to rebrand Housing Options Service and to disseminate information on EHO initiatives to key partners and stakeholders	Development of publicity and information	May to July 09	SDO development time	Jo Beck Claire Evans (communications)	Increased awareness of service
		Distribute information to staff, customers, Members and other stakeholders	Sept 09	Communications Officer support		More appropriate and earlier referrals
		Attend team meetings and briefings	Sept to Oct 09	Managers time Publicity costs £1500		
2. Upgrading the Housing Options Service						

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Action		Milestones	Dates	Resources	Lead Officer	Target/Outcome
1	Complete recruitment and induction of new staff	Interviews completed New staff in post	May 09 July 2009	Manager time Recruitment costs	Jo Beck Dorothy Thomas	Staff in post
2	Implement new options and assessment form, to include ETE and support needs		April 09		Kay Perry	Form in use
3	Implement Training Programme for Housing Options and Visiting Officers to: Benefits check and income maximisation, HB and LHA, In work benefits and 'better off' calculations' Homelessness legislation and prevention Assessing needs and making appropriate referrals – support needs, employment and training, health and well-being services, dealing with debt	Agree funding and delivery plan with Welfare Rights Unit Begin WRU training programme Training needs analysis complete Programme training events	April 09 July onwards August 09 August 09 to Dec 09	Staff time W R Training costs £5700 Managers time Training costs TBC (dependent on TNA outcome)	Jo Beck Dorothy Thomas	Fully trained staff Better advice to clients Increase in customers receiving 'BOW' calculation
4	Increase in mobility and other options available for all customers	Join Home Exchange national mobility service and begin set up of tenants on scheme	April 2009	£3000 for set up and subscription Allocations staff time	Coral Sewell	Increased tenant mobility

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Action		Milestones	Dates	Resources	Lead Officer	Target/Outcome
		Complete set up of Home Exchange Set up tenants on new service Begin work to develop older home owners options service within the home improvement agency	August 09 Sept 09	Publicity costs £2600 To be identified	Ros Gill	Older people assisted to move to manageable homes
5	Expand Housing Options Pack and menu: overcrowding/underoccupation schemes Employment Training Education Mobility options, Low Cost Home Ownership, Home Improvement Agency and Enhanced Handypersons Service	Complete information Leaflets Translate to accessible formats Printing and distribution	July 09 August 09 Sept 09	SDO time Costs of plain language and WWW and printing costs £5500	Jo Beck	Options Pack in use and available to circulate externally Increase awareness of staff and customers
6	Provide comprehensive Housing Options Plus Advice on Council website	Upgrade and improve housing options information on website	June 2009	Staff time, SDO and web staff	Service Devt Officer	Increase awareness of options Improve customer

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Action		Milestones	Dates	Resources	Lead Officer	Target/Outcome
		Investigate potential for Housing Options Wizard	Sept 09	Costs of development TBC		service
7	Improve access and referrals to services that assist customers with finances and debt	Agree referral arrangements for CAB Money advice service and monitor referrals and impact on homeless prevention	May 2009	SDO Staff time	Jo Beck & CAB	Reduction in debt and prevention of homelessness
		Build links and uptake from Greenwich Credit Union	Oct 2009	SDO Staff time	Jo Beck	
8	Provide Home Employment Connections Portal on Greenwich Homes site, signposting customers to jobs and advice	Reach agreement with HECS and with participating partners	May 2009	Staff time within service and partner agencies	Jo Beck EHO Mgr	Increase home seeker's access to employment and training advice f
		Design web pages and implement links	June to August 09	Set up costs and publicity £10000		
		Launch new site				
		Monitor uptake and outcomes	Sept 09			

Greenwich Enhanced Housing Options Trailblazer Action Plan 2009-10						
Action		Milestones	Dates	Resources	Lead Officer	Target/Outcome
			Ongoing			
9	Implement Referral Arrangements for Single Points of Access outreach advisers (employment and training)	Referral form in use Begin monitoring of uptake and outcomes Establish performance targets	February 2009 April 2009 Sept 2009	Staff time GLLAB resources to provide service	Jo Beck EHO Mgr	Increase customer access to ETE advice and services
10	Seek funding for dedicated employment and training advisers for the service	Bid for Working Neighbourhood Funding	May 2009	Manager time	Jo Beck	Increase customer access to ETE advice and services
11	Hold Enhanced Housing Options Day for customers to promote options, CBL, employment and training	Set up planning group Hold event	Sept 09 Dec 09	Venue and other event costs £10000	Jo Beck EHO Mgr	Increase in take up and awareness
3. Establishing an Integrated Young People's Service						
1	Co-locate dedicated Housing Options and Support staff with partner young people's services (Connexions, DAAT, Childrens Services)	Move 1 st Base and Young People's Access Coordinator to new site Complete recruitment for YP officers	March 2009 June 09	Completed Staff time Recruitment costs	Jo Beck EHO Mgr	Integrated youth support service

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Action		Milestones	Dates	Resources	Lead Officer	Target/Outcome
		YP service delivered from new site	August 09			
2	Agree referral and move on pathways with all YP accommodation and support pathways	Complete draft referral and move on document Consult and obtain agreement Monitor outcomes and establish targets	April 2009 May 2009	Staff time	Andre Verazzo, YP Access Coordinator	Better prioritisation of resources All homeless young people to have supported accommodation
3	Establish the respite with mediation service at St Johns Park	Service tender advertised Complete service tendering Finalise SLA and lease arrangements with new provider Deliver integrated respite and mediation service	April 09 July 09 Oct 09 November 09	Procurement costs Revenue budget for service £250k pa	Jason McCulloch SP Manager Jo Beck EHO Mgr	25% increase in proportion of young people returning home through mediation
4	Finalise joint assessment and referral	Finalise agreement	Sept 09	Manager time	Jo Beck	Improved

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Action		Milestones	Dates	Resources	Lead Officer	Target/Outcome
	arrangements between Neighbourhood Services and Children's Services, incorporating Common Assessment Framework (CAF)	Joint training for staff	October 09	DCS and DNS	EHO Mgr	assessment and pathways for young people
5	Implement pre-release interviews and homeless prevention interventions for young offenders	New YP Options Service providing outreach to YOS Pathways and interventions in place	Sept 09 Sept 09	Staff time	Andre Verazzo, YP Access Coordinator	Reduce youth homelessness Reduce re-offending
6	Expand St Christopher's Peer Education project to South East London boroughs	Steering group in place Educators recruited Monitor programme	April 2009 to March 2010	Funding for service £12500 Staff time	Jo Beck EHO Mgr	Increase awareness amongst 13-16 year old children
7	Ensure all homeless and potentially homeless 16-17 are offered employment, education or training	Establish baseline of NEET 16-17 year olds Agree joint target with Connexions and support services Monitor outcomes	April 2009 May 2009	Staff time, Council and partners	Andre Verazzo, YP Access Coordinator	90% of 16-17 year olds leaving service have engaged with education, training or employment
8	Deliver training to teaching and pastoral staff in schools with highest risk of homelessness	Develop training and information package with St Christophers and Nightstop	July to September 2009	Staff time Nightstop funding	Andre Verazzo, YP Access Coordinator	Improved awareness of prevention services amongst

Greenwich Enhanced Housing Options Trailblazer Action Plan 2009-10

Action		Milestones	Dates	Resources	Lead Officer	Target/Outcome
		Agree timetable with schools and DCS	Sept 09			school staff
		Deliver 5 sessions	Sept 09 to March 2010			Increased referrals to services that prevent homelessness
9	Develop additional supported accommodation plus options units for teenage parents	Identify suitable property or alternative provision	April to Oct 09	Not yet known	Jason McCulloch SP Manager Jo Beck, EHO Mgr	10 units provided
		Obtain permissions and funding	Oct to Dec 09			
		Service development underway (subject to site choice in place)	TBC (depending on site/funding)			
4. Provide comprehensive housing options plus service for vulnerable adults						
10	Finalise protocol, information and referral arrangements for prisoners going in and coming out of HMP Belmarsh	Housing Options Clinic and referral pathways agreed with new providers within Belmarsh	June 2009	Staff time, Council and Belmarsh	Jo Beck EHO Mgr	All Greenwich residents leaving Belmarsh offered options clinic appointment
11	Extend information and referral arrangements to other prisons	Referral information in use within 10	December 2009	Staff time	Debbie Potter SMORT	Improved early referrals and

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		prisons most used by Greenwich prisoners				interventions for prisoners
12	Agree joint working with SELHP partners to share best practice and develop comprehensive service to SEL residents leaving prison	Arrange joint meeting of Prison, Probation and homelessness partners for SELHP Finalise agreements to share information and for shared service delivery.	August 2009 March 2010	Staff and partners time SDO staff time	Jo Beck EHO Mgr	More efficient delivery of options advice Improved access to options advice for offenders
13	Seek agreement with DWP and Housing Benefits to improve benefit payments on release from prison or leaving treatment	Initial meetings Agreement in place	June 2009 September 2009		Debbie Potter SMORT	Reduce delay in benefit payments to released
14	Expand the Substance Misuse and Offender Resettlement Service to deliver a comprehensive resettlement and sustainability package to ex-offenders and people leaving treatment to include <ul style="list-style-type: none"> •Education, Employment and Training support •Increased access to private rented accommodation •Improved referral and move on arrangements to supported accommodation services 	Obtain funding for ETE casework support for clients Casework support for clients in place	June 2009 September 2009	WN Funding TBC Staff time to prepare bid	Jo Beck EHO Mgr	Reduce Re-offending Improve long term treatment outcomes

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15	Deliver outreach options clinics at key Substance Misuse Agencies	5 clinics in place	July 2009	Staff time	Debbie Potter SMORT	Improve access to service
16	Establish referral routes and pathways with all key partners to minimise unplanned approaches	Revised Oxleas Mental Health Discharge Protocol Agreed DV Pathways and move on arrangements with refuge and support providers Agreement with MOD for ex-service staff	July 2009 Sept 2009 Dec 2009	SDO time Staff and partner time Staff and partner time	Jo Beck EHO Mgr	Reduce homelessness Improve support
17	Provide private rented accommodation with support to prevent vulnerable adults from being homeless	Monthly monitoring of properties procured through New Track	March 2010	New Track Service SP funding	Sally Howarth Resettlement Mgr Theresa Noone Snr Procurement Officer	50 units of accommodation provided

Greenwich Enhanced Housing Options Performance Targets			
Performance Measure	Baseline	Target	Date
Reduction in number of households in temporary accommodation to below CLG target (293)	265 (TBC) at April 2009	200	April 2010
Number of cases where homelessness prevented	1050 (TBC) in 2008-09	1150	2009-10
Reduction in number of families who are severely overcrowded	347 at April 2009	240	April 2010
Number of under-occupying social housing tenants moving to smaller properties	58 in 2008-09	80	2009-10
Number of vulnerable adults housed in private rented accommodation with support	40 in 2008-09	50	2009-10
Percentage of homeless young people who have engaged in education, training or employment	TBC*	90%	2009-10
Proportion of workless vulnerable adults who have engaged with education, training, volunteering or employment opportunities	TBC*	15%	2009-10

* From April 1st we have implemented an upgrade to our IT system which will enable us to capture more information on customers. All existing cases need to be inputted into the system before we are able to produce baseline data on the numbers approaching the service who are in education, employment and training. Performance measures, data and targets will then be finalised during the first quarter of 2009-10.

Enhanced Housing Options Budget 2009-10

The additional CLG funding is being used to part fund management and development posts and publicity/IT costs. Services managed within the Enhanced Housing Options section now include young people's options and support, family support service, and the Substance Misuse and Resettlement of Offenders Team. Funding for these services is drawn from Supporting People and HRA/General Fund, to which the EHO funding provides an additional resource to fund development and service improvements. Some of the costs listed below are estimates.

Expenditure

Enhanced Housing Options Manager salary and on costs	61590
Service Development Officer salary and costs	45295
Home Visitor post	35806
HECS start up costs	10000
Publicity and events	15000
Training and development for staff	10000
IT development costs	15000
	£192691

Income

CLG Enhanced Housing Options Trailblazer grant
Contributions from Supporting People funding, HRA/General Fund (including the Voluntary Sector Grant Budget), and CLG
Overcrowding Pathfinder funding