

Enhanced Housing Options Trailblazer Programme

Action Plan 2009-11

The issues we are setting out to address

The needs analysis for our Local Area Agreement, Homelessness Strategy, Supporting People Strategy and Job Enterprise and Training centres (JETS) highlights the following as important issues we have to address if we are going to make a sustainable change in the lives of some of the most vulnerable people in Stoke on Trent:

- Linking and supporting people into sustainable work, housing and social networks that reduce their risk of social exclusion and the concomitant personal and collective cost of that exclusion.
- Encouraging people with low to moderate resources in their networks to come forward and seek help and advice before their situation becomes a crisis and their options are more limited than they might be.
- Joining up the efforts and resources of local agencies so that vulnerable people get the right help (proportionate, targeted and effective) as quickly as possible.
- Ensuring that the help on offer is coordinated so that it makes sense for the people using it and more people get access to support.
- Opening up new housing options that reflect people's desires for stability and provide a platform for long term housing security.
- Ensuring that the journey from crisis and exclusion into sustainable housing, work and community are as smooth as possible and that risk points on the journey are managed with and by the person.

Our Approach

1. Linking work, training and housing advice

The development of the JET (Job, Enterprise and Training) centres in three geographical areas of the city will be our start point for collaborative working on work and housing issues. The JET centres are sited in the three of the most deprived areas of the city and create a presence in the north, centre and south of the area.

We will develop a triage joint assessment process for people using the JET centres and our housing options outlets so that wherever a customer presents themselves we can carry out an assessment with the person that seeks out information about the persons work, training and housing needs and can highlight any support needs that might also need to be addressed.

This triage will be the start point of a Personal Housing Work and Sustainability Plan (personal plan) which will then form the spine of all interactions and plans developed with and for the customer. The range of services that might feature in a customer's personal plan will range from benefits advice through to tenancy sustainment, in essence any of the elements of a person's life that help to sustain a home.

To help create the pathways etc we will provide a peripatetic specialist housing advice resource in the JET centres, to promote the benefits of joining up housing and work type advice so that workers see its value in practical terms, to promote and market the

service to local people and to help sustain cultural change in the organisations involved.

2. Encouraging early intervention

Good quality triage covering housing as part of a wider set of issues will in itself help to encourage early intervention but we want to go further than this and start work on extending the options and quality of the advice people with moderate need and moderate resources can get from web and other self access points.

We will develop a range of self help tools and information so that the person carries out a self assessment triage or diagnostic. They will then be direct to information so that they can either take suitable action without further support (if any action is required) or they can make contact with a relevant agency to get more specialist help and advice.

Marketing these tools will be essential in reaching out to new groups of people and to encourage groups who might use services anyway to come to seek help sooner.

3. Improving the way we use housing stock

Without active management of the supply side of the housing equation there is a danger that people have great plans but nowhere to live. To help this happen we will invest time with partners to develop local products (support packages, financial rewards) that will sensitively encourage people to down size their property so that they can make a timely move to smaller or more appropriate accommodation and thus begin to free up the scarce housing resource in three and four bedroom properties.

Secondly we will extend our sustainable use of the private sector rental market and will work with landlords to develop a range of products and approaches that can give some of the most vulnerable in the housing market access to medium term security of tenure, which will be linked to work and training plans.

FUNDING SOURCES

Enhanced Housing Options Trailblazer Programme	£160,000
Homelessness Grant	£45,000
Supporting People Grant	£50,000
Housing Service Research Budget	£25,000
Housing Revenue Account (Tenants Incentive Scheme)	£15,000
TOTAL	£295,000

BUDGET SUMMARY

Budget Area	Actions identified in project plan	Total
Staffing	<ul style="list-style-type: none"> ▪ EHO Project Manager – Level 12 ▪ Housing Adviser – Level 6 ▪ Private Sector Officer – Level 6 <p><u>To be funded by £160K Enhanced Housing Options Trailblazer Programme Funding</u></p>	£185,000
Training	<ul style="list-style-type: none"> ▪ Personal plan and pathway training for Housing Option and Jet Centre teams. ▪ Personal plan and pathway training, with service user co-trainers for Supporting People key workers. ▪ Better off in work calculations/income maximisation health checks. 	£30,000
Web design and marketing	<ul style="list-style-type: none"> ▪ Implement web-based self help diagnostic ▪ Implement marketing plan to reach to customers in non traditional settings ▪ Advertise accredited landlord accommodation through CBL website 	£17,000
Innovations Fund	<ul style="list-style-type: none"> ▪ To test low cost innovation ideas identified by front line workers and partners during project 	£10,000
Monitoring and consultancy support	<ul style="list-style-type: none"> ▪ Purchase block of consultants time to be used throughout the life of project to meet action plan objectives as required. 	£25,000
Tenants Incentive Scheme	<ul style="list-style-type: none"> ▪ Incentive payments for Stoke on Trent City Council tenants downsizing to smaller accommodation 	£15,000
Private sector development	<ul style="list-style-type: none"> ▪ Investigate feasibility of long term lease packages linked to support & training ▪ Pilot provision of furnished lets for those making transition back into work ▪ Market test supported shared tenancies for single people and childless couples. <p><i>NB support element to be funded through Supporting People Programme.</i></p>	£13,000
Total		£295,000

Key Targets

In setting out our targets for the programme, we start from the premise that our actual and potential customers want to make changes to their lives in terms of housing, work and social networks and that our role as agencies is to organise the way we work in a way that can turn that desire for change into a reality as quickly and effectively as possible.

We have carefully considered existing capacity levels both within the housing options team and new JET centre teams and the additional resource available from the new posts. We have set ourselves some initial targets that we can build on actuarially once we have more data from the actual pilot work. We will therefore review these targets after the first year of implementation in March 2010.

Target 1:	By April 2011, 300 JET clients have benefited from access to enhanced housing options including improved housing conditions, improved housing sustainability, plans they are using to meet their medium term housing need
Target 2:	By April 2011, 200 clients with high needs* have started their journey from housing options outlets and have been supported to find work, access training or become actively engaged in a pre-work programme
Target 3:	By April 2011, 400 people with moderate housing needs have come forward for help with housing advice through our early intervention initiatives and report that they have improved housing situations that are sustainable in the medium to long term
Target 4:	By April 2011, 50 people with high needs have used our enhanced options in the private sector and have secure and sustainable tenancies and are in work or are using training and work programmes
Target 5:	By April 2011, 40 people (or families) have downsized their property with support from the enhanced housing options and their properties have been re-let
Target 6:	By April 2011, an additional 6 empty homes will have been brought back into use as a result of EHO programme (existing target 20 homes per year)
Target 7:	By April 2010, 5 services users will have trained as co-trainers and will be contributing to the delivery of the personal plan training programme.
Target 8:	By April 2011, 50 people with high needs have used our enhanced housing options in the private sector and have secure and sustainable tenancies and are in work or are using training and work programmes
Target 9:	By April 2011, 300 housing option clients have received income maximisation health checks.
Target 10:	By April 2011, the average number of weekly unique users visiting the housing options web pages has doubled. (Average figure 2008 - 26 per week)

**Housing need relates to the relative security and sustainability of the service user's current housing status. A service user with high housing need is someone whose needs have to be addressed in the immediate or short-term.*

Key customers for enhanced housing options

Key Groups	Vulnerable adults identified in PSA 16: <ul style="list-style-type: none"> ▪ Care leavers (at 19) ▪ Adult offenders under probation supervision ▪ Adults in contact with secondary mental health services ▪ Adults with moderate to severe learning disabilities
	Young people making the transition into work and away from the family home or supported accommodation
	Adults currently claiming incapacity benefit
Broader customer groups	Older people considering a shift in housing
	Adults facing significant change in income or job status eg facing redundancy

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What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
Recruit to new posts: <ul style="list-style-type: none"> ▪ EHO Project Manager ▪ Housing Adviser ▪ Private Sector Officer 	11 May 2009	Housing Solutions Service Manager (HSSM)	Staffing: HSSM Recruitment panel Interview room and facilities Annual staffing costs including 'on costs': EHO Project Manager £44,043 Housing Adviser £26,100 Private Sector Officer £26,100 Total resource for 23 months: £185,000	Complete Chief Officer Report – authority to recruit – 2 January 2009 Refer for job evaluation 2 January 2009 Advertise posts 23 February 2009 Identify recruitment panel/venue etc 31 January 2009 Hold interviews by 27 March 2009	All post holders in place by 11 May 2009	Highly skilled and motivated post holders in place by 11 May 2009	Chief Officer report completed 23 December 2008 Job descriptions referred for evaluation 23 December 2008 Evaluations completed February 2009. Posts undergoing – employee at risk checks – 16 Feb 09

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
Implement triage joint assessment process for people using the JET centres or Housing Options outlets	Commence implementation 1 September 2009	Housing Options Manager – up to 31 April 2009 EHO Project Manager from 31 April 2009	Staffing: Housing Options Manager prior to appointment for EHO project Manager. JET Centre Manager Consultancy support – design/prototyping £3,000 (funded prior to project commencement) Training resources– venue, training materials, staff time to attend (To be funded from project's training budget - £30,000)	Define clear referral pathways generated on the basis of 'what needs to be different for the customer' – 28 February 2009 Define initial triage questions/script – 28 February 2009 Commence 'low level testing' of triage questions and script – 1 March 2009 Review findings of 'low level testing' of triage questions and script - 1 May 2009	By April 2011, 300 clients will have benefited from access to enhanced housing options including improved housing conditions, improved housing sustainability and plans they are using to meet their medium term housing need.	People only have to tell their story once Customers have access to a variety of start points and can be quickly directed to the optimum pathway	Draft pathway & triage questions identified – 12 January 2009

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				<p>Provide training to JET Centre & Housing Options staff on referral routes & triage questions and script – 1 June 2009 - 31 July 2009</p> <p>Commence implementation of refined triage joint assessment process - 1 September 2009</p>			

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
Implement Personal Housing Work and Sustainability plan	Commence Implementation 1 September 2009	Housing Options Manager – up to 31 April 2009 EHO Project Manager from 31 April 2009	Staffing: Housing Options Manager prior to appointment for EHO project Manager. JET Centre Manager EHO Project Manager from 31 April 2009 Consultancy support – design/prototyping £3,000 (funded prior to project commencement) Training resources– venue, training materials, staff time to attend (To be funded from project's training budget - £30,000)	Develop process for assignment of coordinator 28 February 2009 Identify what factors will trigger a personal plan – 28 February 2009 Design Prototype 28 February 2009 Commence 'low level' testing of prototype 1 March 2009 Review findings of 'low level testing' of prototype - 1 May 2009	By April 2011, 300 clients will have benefited from access to enhanced housing options including improved housing conditions, improved housing sustainability and plans they are using to meet their medium term housing need. By April 2011, 200 clients with high needs have started their journey from housing options outlets and have been supported to find work, access training or become actively engaged in a pre-work programme	Customers have a plan for training, work & housing that highlights stress points so that support across services can be offered in a joined up way.	Interim arrangements for agreeing assignment of coordinator agreed 12 January 2009 Personal Plan trigger tool – 1 st draft designed 12 January 2009 Protocol – 1 st draft designed – 12 January 2009

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				<p>Provide training to JET Centre & Housing Options staff on proto-type 1 June 2009 - 31 July 2009</p> <p>Implement prototype - 1 September 2009</p> <p>Extend use of triage and plan to Supporting People Schemes April – Oct 2010</p> <p>Develop training programme with input from service users/customers as co-trainers – April 2010</p>	By April 2010, 5 services users will have trained as co-trainers and will be contributing to the delivery of the personal plan training programme.		

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
Develop relationships between Housing Options Team & JET Centre Team	Commence by 30 May 2009 and then ongoing	EHO Project Manager	Staffing: EHO Post holders in place JET Centre Manager Venue for meet and greet. Venue/format for briefings	Organise Initial 'meet and greet' between teams - 29 May 2009 Schedule a programme of briefing sessions for housing option & JET centre teams - 30 May 2009	All JET centre and Housing Options staff are fully briefed in the EHO programme and understand the roles and responsibilities of both teams.	Improved knowledge & understanding of each others specialisms Staff understand how to carry out triage assessments & personal plans and can be evidenced through casework audits Staff understand how to help the customer negotiate their way through services and can be evidenced through customer feedback	

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
						<p>Staff know how to use a journey model</p> <p>Staff can keep a focus on results rather than on process</p>	
Provide housing advice surgeries at the local JET centres	1 June 2009	EHO Project Manager	<p>Staffing:</p> <p>EHO Project Manager</p> <p>JET Centre Manager</p> <p>Housing Adviser post (front line delivery)</p> <p>Training resources—venue, training materials, staff time to attend (To be funded from project's training budget - £30,000)</p>	<p>Recruit Housing Adviser Post - 11 May 2009</p> <p>Provide 3 week housing options induction training to Housing Adviser 11 May 2009- 31 May 2009</p> <p>Design surgery schedule - 22 May 2009</p>	By April 2011, 300 clients will have benefited from access to enhanced housing options including improved housing conditions, improved housing sustainability and plans they are using to meet their medium term housing need.	<p>Practical link established between the Housing Options team and JET centre</p> <p>JET centre workers receive day to day guidance on low level housing advice, through sustained housing adviser presence in the JET centres.</p>	

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				<p>Develop action plan for raising awareness amongst services users and partners - to include training for partner agencies -30 June 2009</p> <p>Provide training overview of housing options such as choice based lettings and rent deposit schemes to JET centre teams - June – October 2009</p>		Customers receive advice and training/work advice at one location.	

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
Establish link with Supporting People Services	Commence January 2009	EHO Project Manager	<p>Staffing: EHO Project Manager Housing Adviser Supporting People Officer</p> <p>Service user co trainers</p> <p>Training facilities and venues</p> <p>To be funded from project's training budget -£30,000</p>	<p>Provide regular briefings and consultation exercises through Supporting People Provider Forum – commencing January 2009</p> <p>Develop training programme with input from service users/customers as co-trainers – January 2010</p> <p>Train key workers on how to assess and plan for training and work outcomes with the people they</p>	<p>By November 2010, Supporting People key workers integrate training and work outcomes into support work</p> <p>By April 2011, 200 clients with high needs have started their journey from housing options outlets and have been supported to find work, access training or become actively engaged in a pre-work programme</p>	<p>Key workers understand how to complete personal plans</p> <p>Improved support plan provision within Supporting People funded Schemes can be evidenced by Supporting People Team. Schemes can be evidenced by Supporting People Team.</p> <p>Service users ready for independent living, move on to independent housing in a timely manner.</p>	JET centre /SP Provider workshop to be held 25 February 2009

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				support April – October 2010	By April 2010, 5 services users will have trained as co-trainers and will be contributing to the delivery of the personal plan training		

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
Develop self assessment diagnostic to enable customers to access self help formats such as web based tools and literature	30 June 2010	Housing Options Manager Housing Options Manager EHO Project Manager	Staffing: Housing Options Manager Staffing: Housing Options Manager Staffing: EHO Project Manager Housing Options Manager Consultants To be funded from project's web design and marketing budget - £17,000	Implement revised 'options to prevent homelessness' leaflet & distribute city wide – 1 March 2009 Review existing housing options information on the website – May 2009 Implement web-based self diagnostic tool & method for recording usage - 1 Feb 2010 - 30 April 2010 Implement marketing plan to reach out to customers – 30 June 2010	By April 2011, 400 people with moderate housing needs have come forward for help with housing advice through our early intervention initiatives and report that they have improved housing situations that are sustainable in the medium to long term. By April 2011, the average number of weekly unique users visiting the housing options web pages has doubled. (Average figure 2008 – 26 per week)	Customers are able to use self assessment diagnostic which directs them to information so that they can either take suitable action without further support or make contact with the relevant agency to get more specialist advice and support Customers receive intervention through a variety of city wide settings	Draft 'options to prevent homelessness' leaflet produced – Jan 09 Early discussions with Health, regarding provision of IT access points and links to housing information - January 2009

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
Develop mechanisms to sensitively encourage people to downsize	December 2009	EHO Project Manager	Staffing: EHO Project Manager Lettings Manager Private Sector Officer Access to Service Officers Performance Information Officer Incentives to be funded from Tenants Incentive Scheme budget - £15,000	Work with partners to develop support packages, financial rewards, eco energy packages – December 2009 Identify methods to raise awareness of identified packages – December 2009	By April 2011, 40 people (or families) have downsized their property with support from the enhanced housing options programme and their properties have been relet	Customers make a timely move to smaller or more appropriate accommodation, freeing up 3 and 4 bedroom properties	Meeting to be held 19 January to discuss role of Access to Service Officers in providing practical help and support. Review of Tenants Incentive Scheme commenced – Dec 08 January 2009 - £15,000 Tenants Incentive Scheme budget approved.

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
Develop range of products and approaches to give the most vulnerable in the housing market, access to medium term security of tenure, linked to work and training plans	June 2010	EHO Project Manager	Staffing: EHO Project Manager Private Sector Officer SP Officer Empty Homes Officer Private Sector development budget- £13,000 <i>Support element to be funded through Supporting People Programme</i>	Develop link between landlords and support agencies to open up new pathways – September 2009 Investigate feasibility of long term lease packages linked to support and training in partnership with Supporting People – October 2009 Pilot provision of furnished lets for those making transition back into work – pilot to commence March 2010	By April 2011, 50 people with high needs have used our enhanced housing options in the private sector and have secure and sustainable tenancies and are in work or are using training and work programmes	Increased range of accommodation for some of the most vulnerable, whilst not further exposing them to potentially risky or unsustainable housing options	‘Move On Strategy’ sub group established – Dec 08 Advert requesting expressions of interest to join working group placed in accredited landlord’s newsletter – January 2009. Meeting arranged for 11 February 2009 with Empty Homes Officer and Housing Benefits Service Manager to explore funding through HB.

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				Market test supported shared tenancies for single people and childless couples – June 2010		.	
Develop links with private sector landlords	Commence 30 September 2009	EHO Project Manager	Staffing: EHO Project Manager Housing Options Manager Private Sector Officer Empty Homes Officer Phone line (to be identified from existing resources)	Develop action plan for improving links with private landlords in consultation with Accredited Landlord Forum – 30 September 2009 Pilot private rented sector hotline – for landlords – 1 June 2009	By April 2011, 300 clients will have benefited from access to enhanced housing options including improved housing conditions, improved housing sustainability and plans they are using to meet their medium term housing need. By April 2011, an additional 50 members will have joined the	Stakeholders can report improved links between the Housing Solutions Service and private landlords. Improvements in early intervention to prevent homelessness eg rent arrears disputes resolved.	

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
					Landlord Accreditation Scheme in Stoke on Trent (current membership-550) By April 2011, an additional 6 empty homes will have been brought back into use as a result of EHO programme (Existing target 20 homes per year)		
Utilise CBL to maximise access to housing options	April 2011	EHO Project Manager	Staffing: EHO Project Manager Private Sector Officer Lettings Manager Housing Options Manager To be funded from project's web design and marketing budget - £17,000	Review housing options information provided on LOCATA website May 2009 Advertise Accredited Landlord accommodation through CBL	By April 2011, 300 clients will have benefited from access to enhanced housing options including improved housing conditions, improved housing sustainability and plans they are using to meet their medium term housing need.	Best mix of sustainability and long term flexibility. Improved standards within private rented sector achieved through increased membership of the Landlord	Currently exploring feasibility of sub-regional CBL

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				website –April 2011	By April 2011, an additional 50 members will have joined the Landlord Accreditation Scheme in Stoke on Trent (current membership in Stoke on Trent - 550)	Accreditation Scheme	
Implement Innovation fund	30 September 2009	EHO Project Manager	Staffing: EHO Project Manager Decision making panel Innovation Fund budget - £10,000	Identify panel members for decision making process – 30 June 2009 Identify good practice examples - ongoing Brief front line workers and encourage suggestions – 30 August 2009	Innovation fund launched 30 September 2009 Method for recording number of projects tested and the outcome of the project implemented – 30 September 2009	Frontline workers & customers encouraged to suggest & test out improvements in delivery Innovation projects tested quickly	

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
Recruit consultants	31 March 2009	Housing Options Manager	Staffing: Housing Options Manager Selection panel To be funded from monitoring & consultancy support budget - £25,000	Produce consultants brief – January 2009 Complete selection process – 31 March 2009	Consultant recruited – 31 March 2009	Purchase block of time to be used throughout life of project	Consultants brief completed 7 January 2009
Implement monitoring and evaluation process	1 September 2009	EHO Project Manager	Staffing: EHO Project Manager JET Centre Manager Housing Options Manager Consultant To be funded from Monitoring & consultancy support budget - £25,000	Assess feasibility of utilising ASPIRE and Northgate IT systems – 31 May 2009 Ensure staff fully trained on recording process 1 June -31 July 2009 Produce quarterly breakdown of	System for recording, monitoring and reporting outcomes agreed and implemented 1 September 2009 Customer feedback sought, analysed and used to inform service delivery – 1 October 2009	Effective systems for monitoring cases, client groups and outcomes implemented Effective systems for obtaining customer feedback implemented	

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				<p>client groups assisted with programme – 1 September 2009</p> <p>Revise existing customer feedback questionnaire in line with EHO project eg access point, referral route, products used – 1 September 2009</p> <p>Commence review of information obtained from customer feedback questionnaire and use to inform service delivery – 1 October 2009</p>		<p>A clear understanding of access points and referral routes is used to shape future delivery of services.</p> <p>Examples of how customer feedback has shaped service delivery can be clearly evidenced.</p>	

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				Implement method for monitoring sustained engagement in personal plan after 6 months – March 2010			
Provide customers with a housing options information pack (to include information leaflets and guidance notes) immediately following their housing options interview.	31 May 2009	Housing Options Manager	Staffing: Housing Options Manager Housing Option Officers	<p>Arrange Housing Options Officer workshop to review options advice literature – 31 February 2009</p> <p>Complete revisions – 31 April 2009</p> <p>Implement revised pack – 31 May 2009</p>	<p>Implement Housing Options Pack in line with best practice – 31 May 2009</p> <p>Housing Options Pack distributed to all members of the Supporting People Forum – 1 September 2009</p> <p>By April 2011, 300 clients will have benefited from access to enhanced housing options including improved housing conditions,</p>	<p>Front line staff involved in pack design.</p> <p>Housing Options pack reflects best practice.</p> <p>Information regularly reviewed and updated and shared with partner agencies.</p>	

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				Share pack with Supporting People Forum members – 1 September 2009	improved housing sustainability and plans they are using to meet their medium term housing need.		
Implement income maximisation health checks as part of Housing Options Service, to promote financial inclusion	1 April 2010	Housing Options Manager	<p>Training resources– trainer, venue, training materials, staff time to attend</p> <p>To be funded from training budget - £30,000</p>	<p>Investigate appropriate training provision & costs – 31 January 2009</p> <p>Complete training – February-March 2010</p> <p>Implement checks – 1 April 2010</p>	<p>By April 2011, 300 housing option clients have received income maximisation health checks</p> <p>By April 2011, 200 clients with high needs have started their journey from housing options outlets and have been supported to find work, access training or become actively engaged in a pre-work programme.</p>	<p>Staff fully trained to provide assessments</p> <p>Assessments feed into personal plans</p>	

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
Implement RSL pre-action protocol	30 September 2009	Housing Solutions Service Manager	Staffing: Housing Solutions Service Manager Development Manager	<p>Consult RSL's through Lettings Partnership Forum – 30 June 2009</p> <p>Implement method for recording referrals and outcomes – August 2009</p> <p>Implement agreed protocol– 30 September 2009</p> <p>Implement quarterly review process and feedback through Lettings Partnership Forum – commencing December 2009</p>	<p>By April 2011, 400 people with moderate housing needs have come forward for help with housing advice through our early intervention initiatives and report that they have improved housing situations that are sustainable in the medium to long term.</p> <p>Implement a pre-action protocol with RSL's operating within Stoke on Trent - 30 September 2009</p>	<p>Housing Solutions Service notified of tenants facing eviction at agreed stages.</p> <p>Increase in homelessness preventions achieved through early intervention.</p>	

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
Investigate how local mortgage providers might contribute to the journeys and products available to people	30 June 2009	Housing Solutions Service Manager	Staffing: Housing Solutions Services Manager Housing Options Manager	Build links with local lenders and investigate how this can be developed – 30 June 2009 Named contacts established with local lenders 28 February 2009 Workshop held with lenders, advice agencies etc 31 March 2009	By April 2011, 300 clients will have benefited from access to enhanced housing options including improved housing conditions, improved housing sustainability and plans they are using to meet their medium term housing need.	Named contacts established with local mortgage providers. Increased understanding amongst staff of products and processes.	
Implement Mortgage Rescue Scheme	30 April 2009	Housing Solutions Service Manager	Staffing: Housing Solutions Service Manager Housing Options Manager Partners: A4E CAB Mercian Housing Association	Attend Strategic Partnership meeting – 21 January 2009 Meet with Zone Agent to agree referral process etc – 2 March 2009	Implement Mortgage Rescue Action Plan - 31 March 2009 <i>Target to be established following workshop</i>	Information on products available to customers and advice agencies 31 March 2009	Daily emergency appointment slots agreed with money adviser – November 2008 Weekly surgeries held in housing advice centre by Money advisers and CAB's Housing Rights Team

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				<p>Hold mortgage Rescue workshop with CAB, A4E, court desk etc -17 April 2009</p> <p>Update Housing Options Procedure Manual – 24 April 2009</p> <p>Brief internal and external partners – 30 April 2009</p>			<p>Meeting arranged with Mercian Housing Association – Jan 2009 – Mercian unable to attend due to staff illness.</p> <p>Meeting arranged with Mercian – 2 March 2009</p>
Effectively communicate project developments with stakeholders	Ongoing	EHO Project Manager	Staffing: EHO Project Manager	Implement quarterly written updates for internal and external partners commencing July 2009	<p>Stakeholders can confirm that they receive written brief detailing project status to date commencing July 2009</p> <p>Service Improvement Team fully briefed and consulted</p>	<p>All stakeholders are able to describe the current stage of the project and actions completed to date.</p> <p>Tenant consultation administered</p>	

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				Attend service Improvement Team (service user consultation group) meetings each quarter to report project developments	during project commencing July 2009	through Service Improvement Team	
Work in partnership to develop and/or improve processes and services to respond on an ongoing basis to the changing economic situation	Ongoing	Housing Solutions Development Manager Housing Solutions Service Manager	Housing Solutions Development Manager and development function within the department. Ongoing partnership and multi-agency working. Possible provision of Homelessness Grant, where appropriate, to fund individual schemes	Housing Solutions Manager to maintain representation at corporate Anti-poverty Steering Group - ongoing Housing Solutions Team Plan 2009/10 development - Mar/April 2009 Team Plan 2009/10 review - Sept/Oct 2009	Complete gap analysis in response to changing local needs as a result of economic downturn – 31 July 09 Review existing processes and schemes in light of gap analysis to identify potential improvements - 30 October 2009 Identify & maximise	People in housing need due to economic downturn identified Need for new/additional schemes as appropriate identified and proposals put forward Partnership working with local landlords to ensure access directly	Majority of this work would fall within the remit of the Housing Solutions Development Manager and development function within Housing Solutions Service. However, continued ongoing partnership working between the EHO project and development function will ensure that improved processes, increased marketing and any new schemes are developed jointly and, where appropriate, these schemes may be added to the EHO ongoing project.

What we will do	When will we do it by	Who will deliver this	Resources needed	Milestones	Target/outcome	What would success look like	Comments
				Team Plan review and 2010/2011 plan development - Mar/April 2010	appropriate marketing opportunities in order to reach non-traditional groups in housing need – 30 October 2009	into private sector accommodation, where appropriate	