

HOUSING OPTIONS TRAILBLAZER 2008-2011

PROJECT PLAN



1. Baseline Assessment for 2008/11 Plan

1.1 Governance

Multi- Agency Project Board and separate Reference Group.

1.1.1 The Project Board Terms of Reference are to:

- Ensure that the actions in the project plan are achieved within the specified time scales
- Ensure that 'value for money' is maximised when Capital funds are used
- Offer experience, ideas & resources
- Assist CMBC & partners to meet the stretch targets included in the Local Area Agreement
- Embrace the Trailblazer project and implement it within each represented organisation.
- Consult with wider partners to keep them informed of Trailblazer progress.

1.1.2 Composition of the Project Board:

Head of Housing & Community Support Calderdale Council
Housing Access Manager Calderdale Council (Chair)
Housing Options Manager Calderdale Council
Private Sector Housing Manager Calderdale Council
Project Manager (Trailblazer) Calderdale Council
External Relations Manager Job Centre Plus
Chief Officer Voluntary Action Calderdale
Chief Executive Calderdale Citizens Advice Bureau
Director of Operations Pennine Housing 2000 (Chair)
Operations Manager Pennine Housing 2000

The Project Board meets on a bi- monthly basis.

1.1.3 The Reference Group Terms of Reference are to:

- Offer ideas, experience and resources to support delivery of the project plan
- Embrace the trailblazer pilot and implement it within each establishment.
- Represent the interests of Calderdale's communities including communities distinguished by ethnicity, age, and disability.
- Assist CMBC & Partners to meet stretch targets within the Local Area Agreement.

1.1.4 Composition of the Reference Group:

Housing Access Manager Calderdale Council (Chair)
Project Manager (Trailblazer) Calderdale Council
Operations Manager Pennine Housing 2000 (Chair)
Local Childcare & Partnership Manager Job Centre Plus
Chief Benefits Officer Calderdale Council
Social Exclusion Co-ordinator GOYH
Workwise Manager Calderdale Council

Progress to Work Advisor Lifeline UK
Calderdale Cares Manager
Manager Calderdale Women's Centre
Project Co-ordinator The Basement Project
Chair of the Board of Directors Calderdale Credit Union
Commissioning Manager Calderdale Drugs Action Team
Project Leader Youthworks
Manager of the Belvedere Partnership Lettings Agency
Regional Manager Foundation Housing
Service Manager Stonham Housing
Adult Services Development Officer Calderdale Council
Women's Centre Manager
Families Information Service Manager Calderdale Council
Accommodation Officer Youth Offending Team

The Reference Group meets on a quarterly basis.

1.2 The Calderdale ethos of Partnership Working

There is a strong culture of partnership working in Calderdale and an ethos of working across organisational boundaries and work roles to 'get the job done'. The relatively small nature of the Borough means that the professionals and volunteers from the organisations represented on the Project Board and Reference Group already know each other and have a successful record of bringing resources and ideas together to develop new and innovative projects. One example of such a project is the Firm Foundations Project that aims to assist offenders and those misusing substances to access and sustain settled accommodation. This Project has brought together Calderdale Council, West Yorkshire Probation Service, the Primary Care Trust and four voluntary sector support organisations and as at the 5th March 2009 has assisted 80 offenders to obtain and sustain a tenancy.

More recently a multi agency group has been convened to identify ways of supporting the communities in Calderdale through the difficult financial problems resulting from the 'Credit Crunch'.

1.3 The Team

The Trailblazer Project has been embraced by all the organisations represented in the Project Board and Reference Group. Objectives and targets linked to the Trailblazer outcomes and actions will be included in each organisation's Service and Business Plans and where appropriate included in individual objectives to be reviewed at Performance Appraisal.

The Project has or will have a number of 'dedicated staff' – ie the Trailblazer is the main focus of their activity, as well as staff who will be responsible or heavily involved in the delivery of a number of actions in the Project Plan.

Dedicated Staff

- Project Manager
- Commissioned Money Advice worker
- Employment Advice and Guidance Worker
- Under-occupation Officer

Staff with responsibility for delivery of specific actions

- CMBC Housing Access Manager
- CMBC Housing Options Manager
- CMBC Head of Housing & Community Support
- CMBC Temporary Accommodation & Support Service Manager
- CMBC Supporting People Commissioning & Projects Manager
- CMBC Private Sector Housing Manager
- CMBC Deputy Housing Options Team Manager.
- Pennine Housing 2000 Empty Homes Manager

Named staff from each of the agencies included on the Project Board or Reference Group will also take an active role in the delivery of specific actions when required.

Staff within the Housing & Community Service at Calderdale Council is used to adapting quickly to new roles to ensure that Projects are delivered. Staff are not constrained by their job descriptions and the service has a culture of pro-active working, a 'can do' approach and are empowered to do whatever is necessary (within given parameters) to achieve successful outcomes for the customer. This approach is mirrored in Pennine Housing 2000.

2. Budget

The Trailblazer Action Plan will be financially resourced by a combination of Grant funding from CLG (£320,000) over 3 years, funding provided by supporting people Grant and funding made available by Calderdale Council. As at the 5th March 2009, £150,000 has been promised by CMBC for enhanced advice and guidance services to help mitigate the impact of the 'Credit Crunch'

3. The Vision

The Calderdale Trailblazer Project will:

- Make the Housing Options available in Calderdale widely known
- Put customers at the heart of everything we do.
- Enhance and further develop partnership working to widen the range of housing solutions available in the Borough.
- Promote a 'Tell it Once' approach to avoid the need for repetition of information provided.
- Improve awareness of employment advice and guidance services in Calderdale
- Incorporate a holistic approach to identifying and addressing the wide range of needs that influence the ability to access and sustain housing and employment.
- Help to narrow the gap in housing and employment outcomes between the richest and poorest in our Borough.

- Ensure our services are inclusive, transparent and non- discriminatory.

4. Our Key Objectives

- To offer an enhanced Housing Options Service
- To develop a broad range of paper and web based housing options and advice information.
- To offer timely information and advice on education employment and training opportunities to Housing options Service clients and clients who are homeless or at risk of homelessness
- To develop initiatives to assist socially excluded groups to access housing and employment.
- To increase the amount and standard of privately rented property available, particularly to people in receipt of housing benefit.
- To enable those experiencing domestic violence to stay safe.
- To respond to the economic downturn.

5. Links to Related Strategies and Plans

5.1 Calderdale Housing Strategy 2005 - 2010

The current Calderdale Housing strategy seeks to deliver decent and affordable homes in safe and sustainable neighbourhoods and it is clear that the objectives of the Trailblazer Project make a strong contribution to the achievement of this vision. Improved housing options and enhanced employment prospects have a direct impact on the sustainability of individual homes and neighbourhoods.

A new Housing Strategy will be developed during the lifetime of the Trailblazer Project and this will embrace the Trailblazer objectives.

5.2 The Calderdale Homelessness Prevention Strategy 2008 - 2011.

The above strategy was adopted by Calderdale's Cabinet on the 2nd March 2009 and includes the following objectives:

- To prevent homelessness by providing appropriate services and initiatives
- To provide appropriate support for people when they are vulnerable
- To tackle the wider causes and symptoms of homelessness
- To provide more settled homes

The Homelessness Prevention strategy was developed during the 'bidding' process for the Trailblazer Pilot and during the few months of its implementation in Calderdale. The two have therefore become intrinsically linked with actions and targets from the Homelessness Prevention Strategy being incorporated into the Trailblazer Project Plan and the Trailblazer ethos of improving housing options, and tackling worklessness being woven into the Homelessness Prevention Strategy.

The development of the Homelessness Prevention Strategy is an example of the excellent Partnership working that exists in Calderdale. From its inception the development of the strategy was 'owned' by the Calderdale Homelessness forum. The steering group was made up of homelessness forum representatives and regular progress reports were considered by the Homelessness Forum. One representative of a national supported housing provider commented that he wished that the partnership working, underpinned by a real willingness to develop joint solutions that he experiences in Calderdale existed elsewhere in the Region; because it doesn't.

5.3 The Draft Calderdale Sustainable Community Strategy 2009

The vision for 2020 is for Calderdale to be a place that has attractive, prosperous, healthy, safe communities supported by excellent services, where people want to live, work, visit and do business.

Seven outcomes support this vision:

- A prosperous sustainable economy which is safeguarded for future generations
- A Clean, healthy, unpolluted and attractive natural and built environment
- A place with safe communities where people feel safe and feel included and involved in shaping their future
- A place with healthy communities where people throughout the district enjoy active healthy lives
- A place where every young person thrives, is safe and happy and has the maximum life chances to fulfil their potential
- Narrowing the gap

The Trailblazer Project will contribute to the creation of a prosperous sustainable economy, a place with safe communities, healthy communities and a place where every young person thrives. It will also help to narrow the gap between the outcomes for the richest and poorest of our communities.

6. National Agenda

6.1 An enhanced housing options service will assist the delivery of the Government Strategy 'Sustainable Communities; Settled Homes; Changing Lives 2005.' Key objectives of the strategy are:-

- i. Preventing homelessness;
- ii. Providing support for vulnerable people;
- iii. Tackling the wider causes and symptoms of homelessness;
- iv. Helping more people move away from rough sleeping; and
- v. Providing more settled homes.

6.2 No One Left Out – Communities ending rough sleeping, sets out the Government plan for eliminating rough sleeping by 2012. The Enhanced Housing Options service will contribute to the delivery of the strategy by:

- i. Joint working with the Primary Care Trust & Supporting People to develop improved housing options and housing pathways for people misusing alcohol
- ii. Better joined up and effective services for the most excluded through enhanced partnership working.

Performance Indicators and Targets

NI: National Indicator

RE: LAA Stretch Target indicator

TB: Trailblazer Indicator

NI	PI	Measure	Target (3 year)
LAA			
NI	153	Reduction in the proportion of working age people claiming out of work benefits in the worst performing neighbourhoods	3.8%
RE	02	Number of people moving into 16hrs or more per week employment for at least 13 weeks, from Incapacity Benefit	90
RE	09	Number of those involved in criminal justice interventions provided with suitable and settled accommodation	202 at end of October 2010
National Indicator Set			
NI	143	Number of offenders under Probation supervision living in settled and suitable accommodation at the end of their order or license	TBA – baseline not available until April 2009
NI	145	Number of adults with learning disabilities in settled accommodation	TBA – baseline not available until April 2009
NI	147	Number of former Care Leavers in suitable accommodation	90%
NI	149	Number of Adults receiving secondary mental health services in settled accommodation	TBA – baseline not available until April 2009
Local Indicators			
TB	1	Number of clients engaged at new Housing Options Centre	300 per week 15,600 per year
TB	2	Number of clients seen at Housing Options Outreach surgeries or by home visits in the rural areas	8 per week
TB	3	Number of housing options awareness and homelessness prevention presentations delivered to partner agencies	6 per year
TB	4	The proportion of Housing Associations in Calderdale Advertising available properties on KeyChoice	100%
TB	5	Number of privately rented properties advertised on KeyChoice	20 per year from July 2010
TB	6	Number of adapted properties let to disabled customers via the KeyChoice scheme	15 per year

NI	PI	Measure	Target (3 year)
Local Indicators			
TB	7	Number of clients interviewed by the Housing Options Centre based Employment Advice and Guidance worker	40 per month
TB	8	Number of Better Off in Work calculations completed by Housing Options Staff	150 per year
TB	9	Proportion of residents in CMBC temporary accommodation or Calderdale Foyer in Employment Education or Training on departure from service.	30%
TB	10	Number of people with alcohol misuse problems assisted to secure a home in the private rented sector	16 per year
TB	11	Number of properties included in good landlord scheme	50 per year
TB	12	Number of families assisted to access privately rented properties by new Family Bond scheme	25 per year
TB	13	Reduction in the number of empty homes	250 per year
TB	14	Number of Sanctuary installations completed	100 per year
TB	15	Proportion of households moving on from Aasra that have moved into a privately rented home	15% per year
TB	16	Number of clients engaging with Money Advice Services delivered at the Housing Options Centre	300 per year (once the service is fully operational)
TB	17	Number of clients assisted by Mortgage Rescue products	25 per year
TB	18	Number of owner occupiers experiencing difficulty in paying their mortgage assisted by dedicated support service to remain in home ownership.	25 per year

ACTION PLAN



Objective1: To Offer an Enhanced Housing Options Service

Indicator Reference	Measure					Target
TB1	Number of clients engaged at the new Housing Options Centre					300 per week 15,600 per year
TB2	Number of clients seen at Housing Options Outreach surgeries or home visits in the rural areas					8 per week 416 per year
TB3	Number of housing options awareness and homelessness prevention presentations delivered to partner agencies					6 per year
Action	Time Frame	Lead Officer/ Organisation	Outcome	Resources Required	Baseline Position	Comments
Re-locate the Housing Options Centre to bigger & better premises within Halifax town centre so that holistic assessments of housing, health and employment issues can be dealt with all under the same roof	Summer 2009	CMBC Trailblazer Project Manager	300 people seen per Week and assisted with housing, health & employment related issues.	Existing Staff time – CMBC, Job Centre Plus , PCT & PH2K	Current premises significantly limit services that can be provided and at present customers wishing to access several streams of advice visit several separate agencies in different locations. 150 people currently seen per week at the Housing Options Centre	New town centre premises have been identified which are in a prime position and will occupy CMBC Housing Services, Healthy Towns information shop & Pennine Housing 2000 Staff. The new centre aims to be a flag ship for Housing & Health services

Develop a triage assessment procedure at the new Housing Options Centre so that clients are dealt with at the 1 st point of contact	March 2011	CMBC Housing Options Manager	Year 1 - 30% of enquiries dealt with at the 1 st point of contact Year 2 – 40% of enquiries dealt with at 1 st point of contact Year 3 – 50% of enquiries dealt with at 1 st point of contact	Staff time – CMBC, Job Centre Plus & PCT	Currently 5% of clients approaching the Housing Options Service are dealt with at 1 st point of contact due to a very small reception area and lack of private interviewing space	Currently in the process of developing the necessary processes and supporting documentation and toolkits
Establish a Pennine 2000 presence at the re-located Housing Options centre & reinforce positive relationships between partners.	October 2009	CMBC Housing Options Manager	2 members of Pennine Housing staff to be permanently based at the new housing options centre to offer customers advice on CBL and estate management issues	Staff time CMBC & PH2K	No co-located CMBC PH2K services in Halifax at present	Pennine Housing 2000 are committed to implementing this change as soon as possible
Extend Housing Options outreach services by increasing number of home visits and enhance service provision in the rural areas	April 2010	CMBC Housing Options Manager	416 visits per annum to households living outside the Halifax area to assist them to access housing options information and advice	Staff time EHO funding of £20,000 for development of rural 'hub services'	Home visits & outreach currently occur on a reactive basis. There is No pro-active outreach in the rural areas	Pro active outreach is now operating weekly in Todmorden, which is 12 miles away from Halifax town centre

Reduce Housing Benefit Assessment time for households admitted to temporary accommodation by installing document scanning facilities within the temporary accommodation facility	October 2009	CMBC Temporary Accommodation & Support Team Manager	'Fast Track' Housing Benefit claims for residents in temporary accommodation assessed within 48 hours.	Existing staff time, Scanner & training	HB Applications currently verified centrally, new claims assessed in 13.5 days.	
Research under occupation in high demand areas to understand level of problem	January 2011	CMBC Housing Access Manager	Baseline for under occupation known and plan agreed to tackle issue	Existing staff time EHO Funding of £16,000 to find a ½ time post	Current level of under-occupation unknown. No initiatives in place to facilitate down-sizing	Discussions underway about how best to establish baseline- initially in Pennine Housing 2000 stock
Develop training package to deliver to partner organisations on homelessness prevention and housing Options	October 2009	CMBC Housing Options Manager	6 training sessions delivered per year to Increase the number of locations where the public can access basic practical housing advice.	Existing Staff time, partners	No such provision currently exists; clients wishing to access Housing advice are required to visit the Housing Options Centre in Halifax.	Housing options Manager is a qualified FE teacher and trainer and has developed and delivered such packages before

Objective2: To develop a broad range of paper and web based housing options and advice information

Indicator Reference	Measure					Target
TB4	The proportion of Housing Associations in Calderdale Advertising available properties on KeyChoice					100%
TB5	Number of privately rented properties advertised on KeyChoice					20 per year from July 2010
TB6	Number of adapted properties let to disabled customers via the KeyChoice scheme					15 per year
Action	Time Frame	Lead Officer/ Organisation	Outcome	Resources Required	Baseline Position	Comments
Develop information leaflet about organisations in Calderdale providing money, debt and benefit advice	April 2009	CMBC Trailblazer Project Manager	A comprehensive self help tool delivered to all households in Calderdale designed to assist and empower customers to seek help with money issues at an earlier stage	Input from partner organisations	Organisations currently advertise their services separately in a range of publications and venues	A comprehensive leaflet has now been produced and circulated to advice agencies throughout the borough.

Review the information on the Council Website to identify gaps in information and provide a comprehensive suite of advice	April 2010	CMBC Housing Services Graduate Trainees	50 genuine visits to the housing options pages per week	Existing staff time	There are currently on average 25 genuine visits to the housing options pages per week	The Council website is currently being developed to include more advice and information to assist clients to 'help themselves'
Develop & distribute a Housing Options Booklet designed to be a self help practical tool for customers & partners	July 2009	CMBC Trailblazer Project Manager	A Comprehensive information booklet about the full range of housing options available in the Borough made available at all housing support & advice providers	Existing staff time EHO Funding of £10,000	Each RSL operating in Calderdale provides its own information- some do not publish or circulate anything locally. Letting agents advertise separately	The housing options booklet will be offered in English and also in Urdu to assist clients from ethnic minorities
Increase the number of Housing Associations advertising a significant proportion of their available properties via the KeyChoice CBL scheme	January 2010	Pennine Housing 2000 Empty Homes Manager	All 8 RSL's advertising properties through the KeyChoice website to offer those in housing need a single point of contact for the options available	Staff time Co-operation from Housing Associations EHO Funding of £30,000	Currently only 3 of the Housing Associations operating in Calderdale advertise the majority of their vacancies on KeyChoice	Most general purpose Associations are advertising on an occasional basis

Advertise privately rented properties via the KeyChoice CBL scheme	July 2010	CMBC Private Sector Development Officer	20 private rented properties advertised annually to increase customer knowledge of property types & tenures available	Staff time (CMBC & PH2K) Co-operation from landlords EHO Funding of £15,000	KeyChoice does not currently advertise privately rented properties	
Begin to advertise Low Cost Home Ownership (LCHO) properties provided by all RSLs via the KeyChoice CBL scheme	July 2009	CMBC Trailblazer Project Manager	50 LCHO properties to be advertised by the end of 2010	Staff time (PH2K, CMBC) Input from My4Walls EHO Funding of £10,000	KeyChoice does not currently advertise LCHO properties.	
Advertise adapted properties using the KeyChoice CBL scheme	January 2010	CMBC Accessible Homes Project co-ordinator	Improved accessibility and ability for disabled customers to secure a suitably adapted home by advertising 15 adapted properties per year.	Existing staff time	Only adapted properties owned by Pennine Housing 2000 are currently advertised on KeyChoice and searching and matching facilities are limited	The KeyChoice system has been amended to allow adapted properties to be made clearer by being advertised using an A key symbol Number of adapted properties advertised and let in 2008/09 to be established in April 2009

The KeyChoice website to include links to CBL schemes in operation in neighbouring LA areas	April 2010	Pennine Housing 2000 Empty Homes Manager	Links available for customers to view the 4 neighbouring CBL schemes	Existing staff time EHO Funding of £6000	KeyChoice currently only covers the Calderdale area	Links are now in operation to Bradford, Leeds, Kirklees & Wakefield
Purchase and install new customer management system at the Housing Options Centre	October 2009	CMBC Housing Options Manager	New system installed to assist with progression towards development of a single integrated electronic record for customers in housing need. Development of a 'Tell it Once' approach	CMBC staff time EHO Funding of £35,000	Computer system currently used is not effective and does not offer all required facilities to Housing Advisors and causes duplication of work	A number of software suppliers have been contacted

Objective 3: To offer timely information and advice on education employment and training opportunities to Housing options Service clients and clients who are homeless or at risk of homelessness.

Indicator Reference	Measure					Target
NI 153	Reduction in the proportion of working age people claiming out of work benefits in the worst performing neighbourhoods					3.8% by April 2011
RE 02	Number of people moving into 16hrs or more per week employment for at least 13 weeks, from Incapacity Benefit					90 by April 2011
TB 7	Number of clients interviewed by the Housing Options Centre based Employment Advice and Guidance Worker					40 per month
TB 8	Number of Better Off in Work calculations completed by Housing Options Staff					150 per year
TB 9	Proportion of residents in CMBC temporary accommodation or Calderdale Foyer in Employment Education or Training on departure from service.					30% by April 2011
Action	Time Frame	Lead Officer/ Organisation	Outcome	Resources Required	Baseline Position	Comments
Employ an Employment Advice & Guidance Worker to be based at the Housing Options Centre	October 2009	CMBC Housing Options Manager	40 clients per month assisted by the Employment, Advice & Guidance worker Provision of employment advice and guidance to partner housing support organisations who require such a service for their clients	Existing staff time (CMBC & JCP) EHO funding of £25,000 per annum	No such provision at present offered by the Housing Options Service.	

Provide Employment, Advice & Guidance Services to households in CMBC temporary accommodation and Calderdale Foyer	January 2010	CMBC Temporary Accommodation & Support Team Manager	30% of resident in temporary accommodation accessing education, training or employment.	EHO funding of £5000 per annum	Only 17% of residents in employment or employment based training in December 2008	There is now a progress to work advisor based within the Councils temporary accommodation facility
Install Job Point & Warm Phone at Housing Options Centre	July 2009	CMBC Trailblazer Project Manager	1 warm phone and 1 job point installed at the new Housing Options Centre to allow customers to search for job opportunities and speak to the local JCP offices at their leisure	Existing staff time and resources	No such provision at present, customers wishing to access these resources are required to visit their local Job Centre	
Train staff to be able to offer Better Off in Work Calculations at the new Housing Options Centre.	January 2010	CMBC Housing Options Manager	150 calculations per month provided to customers to enhance motivation to seek employment	Training Staff time Software EHO Funding of £3000	No such provision at present	

Develop a social enterprise scheme in CMBC temporary accommodation & Calderdale Foyer	April 2011	CMBC Temporary Accommodation & Support Service Manager	Allotment project developed to allow residents to take part in annual continental market and offer for sale vegetables they have grown to the wider community	Existing staff time EHO Funding of £10,000	No such provision at present	Land for an allotment has been identified and plans have been drawn up by a partner agency Smartmove who will lead on the work
Jointly locate Calderdale MBC staff and volunteers from the voluntary sector at the new Housing Options Centre.	July 2009	Housing Access Manager	Voluntary action Calderdale co-located at the new Housing Options Centre.	Existing staff time & resources	No – co-located services in existence at present.	Calderdale has been granted £2m over the next 2 years to become a Healthy Town. Voluntary Action Calderdale are leading on developing a healthy information shop which will be co-located at the new Housing Options Centre which is due to open in Summer 09

Objective 4: To develop initiatives to assist vulnerable and socially excluded groups to access suitable housing

Indicator Reference	Measure					Target
LAA RE 09	Number of those involved in criminal justice interventions provided with suitable and settled accommodation					202 at end of October 2010
NI 143	Number of offenders under Probation supervision living in settled and suitable accommodation at the end of their order or license					TBA – baseline not available until April 2009
NI 145	Number of adults with learning disabilities in settled accommodation					TBA – baseline not available until April 2009
NI 147	Number of former Care Leavers in suitable accommodation					90%
NI 149	Number of Adults receiving secondary mental health services in settled accommodation					TBA – baseline not available until April 2009
TB 10	Number of people with alcohol misuse problems assisted to secure a home in the private rented sector					16 per year
Action	Time Frame	Lead Officer/ Organisation	Outcome	Resources Required	Baseline Position	Comments
Develop a single point of contact for all Housing support referrals	October 2010	CMBC Supporting People Commissioning & Projects Manager	Supporting people hub developed to deal with 80% of referrals for short term housing related support	Staff time IT support Funding of £40,000 from Supporting People Budgets	Separate referral documents have to be completed for each support provider. The baseline is not currently measured by 1 central point.	

Develop a bond & housing support scheme to enable clients with alcohol misuse problems to access and sustain privately rented accommodation	July 2010	CMBC Supporting People Commissioning & Projects Manager	16 people per year with alcohol misuse problems to access and sustain accommodation. Better alcohol services treatment outcomes. Less alcohol related ASB.	Supporting People Funding EHO funding of £10,000	No such provision at present	
Commission an additional Firm Foundation Support Service	July 2009	CMBC Supporting People Commissioning & Projects Manager	202 offenders supported to access and sustain settled accommodation by October 2010	Supporting People Funding of £40,000	Currently One dedicated support worker is in post and has assisted 37 offenders to access and sustain accommodation	
Open a Foyer for 16-25 year olds in housing need	February 2009	CMBC Temporary Accommodation & Support Service Manager	8 young people in supported accommodation at any one time whilst accessing education, training or employment. Fewer young people NEET	Staff time. Input from Foyer Federation Funding from Supporting People	No such provision currently exists in Calderdale	Calderdale Foyer opened in February 2009 and can accommodate young people, including pregnant females for up to 2 years.

Objective 5: To increase the amount and standard of privately rented property available, particularly to people in receipt of Housing Benefit

Indicator Reference	Measure					Target
TB 11	Number of properties included in good landlord scheme					50 per year
TB 12	Number of families assisted to access privately rented properties by new Family Bond scheme					25 per year
TB 13	Reduction in the number of empty homes					250 per year
Action	Time Frame	Lead Officer/Organisation	Outcome	Resources Required	Baseline Position	Comments
Develop a 'Good landlord registration' scheme to replace the traditional landlord accreditation scheme.	April 2010	CMBC Private Sector Development Officer	50 properties per year included in scheme to Improve management and standards of privately rented accommodation	Staff Time EHO Funding for information material	Currently 11 landlords are accredited in Calderdale.	
Develop a training package on good practice in tenancy management and tackling ASB to be made available to private landlords	April 2010	CMBC Private Sector Housing Manager	To be developed to be an incentive to join the good landlord scheme	Staff Time EHO Funding for information material (£5000)	Advice provided on an ad-hoc basis when requested	

Commission a family bond scheme to enable families in housing need to access affordable privately rented homes	July 2010	CMBC Supporting People Commissioning & Projects Manager	<p>25 families in housing need per year assisted.</p> <p>Fewer empty homes.</p> <p>More sustainable occupation of privately rented homes.</p>	Supporting People Funding	Bonds are currently only available to families at strong risk of homelessness to prevent admission to temporary accommodation	
Reduce the number of empty properties causing concern in Calderdale by bringing back into use in the privately rented sector.	June 2009 commencement	CMBC Private Sector Housing Manager	250 empty properties per year brought back into use.	<p>Staff time Funding of £200,000 from CMBC</p> <p>EHO funding £5000</p>	At 31/12/2008 there were 2370 empty homes in Calderdale with 100 being actively worked on by officers	

Objective 6: To enable those experiencing domestic violence to stay safe.

Indicator Reference	Measure					Target
TB 14	Number of Sanctuary installations completed					100 per year
TB 15	Proportion of households moving on from Aasra that have moved into a privately rented home					15% per year
Action	Time Frame	Lead Officer/Organisation	Outcome	Resources Required	Baseline Position	Comments
Increase the use of the Sanctuary Scheme	April 2010	CMBC Deputy Housing Options Team Manager	100 sanctuary scheme installations completed per year Fewer repeat incidents of domestic violence.	Staff time Funding of £5000	81 women assisted since April 2008 out of 104 referrals	
Increase the number and proportion of women leaving Aasra (Asian Women's Refuge) who move into privately rented accommodation	January 2010	CMBC Deputy Housing Options Team Manager	15% of women moving on from Aasra moving into suitable, affordable private rented properties.	Staff time Funding of £5000 for bonds	11% of women leaving Aasra in 2008 moved into privately rented accommodation.	Belvedere Partnership Ltd, a specialist property management company have been identified to work closer with Aasra to help tackle this issue. A tenants handbook is being developed and will be made available in Urdu for use by the refuge

Provide more Housing Advice Outreach provided at the Women's Centre and at the Refuges	July 2009	CMBC Deputy Housing Options Team Manager	Weekly housing Advice surgeries at the Women's Centre and monthly surgeries at each refuge (there are 2 in Calderdale)	Staff Time	Outreach services currently delivered at Halifax Women's Centre only	A housing advisor currently visits the Women's centre for 2 hours per week.
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Objective 7: To respond to the economic downturn.

Indicator Reference	Measure					Target
TB 16	Number of clients engaging with Money Advice Services delivered at the Housing Options Centre					300 per year (once the service is fully operational)
TB 17	Number of clients assisted by Mortgage Rescue products					25 per year
TB 18	Number of owner occupiers experiencing difficulty in paying their mortgage assisted by dedicated support service to remain in home ownership.					25 per year
Action	Time Frame	Lead Officer/ Organisation	Outcome	Resources Required	Baseline Position	Comments
Provide additional funding to the CAB and KeyHouse to broaden money access to money and debt advice	From April 2009	CMBC Housing Access Manager	Debt champions created across Borough	£150,000 CMBC funding	<p>CMBC currently provide £360,000 per annum to the CAB to provide a general advice service.</p> <p>CAB, Shelter and Keyhouse provide LSC funded debt management services.</p>	

Offer more money and debt advice to clients of the Housing Options Service	From April 2009	CMBC Housing Options Manager	Money advice worker to be based at the new housing options centre 2 days a week to offer assistance to 300 clients per year and assist in preventing homelessness.	£45,000 EHO funding	An LSC funded Adviser currently offers appointments to LSC eligible clients on one day per week at the Housing Advice Centre. Since 6/05/2008 35 customers have been assisted	
Publish a 'Surviving the Credit Crunch' magazine for circulation to all households in Calderdale to Increase awareness of organisations able to offer assistance to people facing redundancy, re-possession or with debt and money problems.	July 2009	CMBC Corporate Services	A comprehensive magazine delivered to all households in Calderdale	CMBC Funding of £20,000	No single publication contains information about all money advice agencies and help-lines available	A special credit crunch edition of the Council magazine 'Calderdale Call' packed with money saving advice & tips will be distributed to all households in the Borough in April 2009

Develop and deliver the Government Mortgage Rescue Scheme	April 2009	CMBC Housing Options Manager	Increase in number of residents assisted to avoid re-possession.	Staff time Funding of £10,000	No mortgage rescue scheme currently in operation	
Develop a Mortgage Assistance Loan scheme	To be determined once Cabinet approval is given - see addendum 2	CMBC Head of Housing & Community Support	Increase in number of residents assisted to avoid re-possession.	Existing staff time Funding to be determined – see addendum 2	No mortgage rescue scheme currently in operation in the Borough	
Commission support service for home owners in mortgage difficulty	April 2009	CMBC Supporting People Commissioning & Projects Manager	25 householders a year offered support to deal with mortgage arrears and avoid re-possession.	Supporting People Funding of £40,000	No similar service in existence.	A contract has been awarded to KeyHouse who will deliver this service on behalf on CMBC
Provide information about mortgage products and their implications.	To be determined once Cabinet approval is given - see addendum 2	Head of Housing & Community Support	Increase in number of households assisted to enter/sustain home ownership	Staff time Funding to be determined – see addendum 2	No similar service in existence within CMBC	

Develop Equity Share loan schemes to assist home-owners in financial difficulty	To be determined once Cabinet approval is given –see addendum 2	Head of Housing & Community Support	Increase in number of residents assisted to remain in home- ownership	Staff time Funding to be determined – see addendum 2	Current scheme in existence to assist home owners with essential repair work	
Hold joint working event for Council members, officers and stakeholders to develop initiatives to address problems caused by the economic downturn	June 2009	CMBC Housing Access Manager	Improved joint-working. Development of new initiatives Enhanced services for customers	Staff time EHO funding of £1,000	Small cross directorate working group meets regularly	A joint working event took place on 03/03/09. Present were members, CMBC staff and representatives from Age Concern, Schools, Women's Centre, DWP, Surestart, Chamber of Commerce, RSL's, Action Halifax & Adult Learning
Assist first time Buyers to enter home ownership	To be determined once Cabinet approval is given - see addendum 2	Head of Housing & Community Support	Increase in number of first time buyers becoming home owners	Staff time Funding to be determined – see addendum 2	Staff time Funding to be determined – see addendum 2	