

Tunbridge Wells and Rother Housing Options Money & Employment Support (HOMES) Project Action Plan



Tunbridge Wells and Rother Housing Options Money & Employment Support (HOMES) Project – Delivering Effective Enhanced Housing Options (EHO) Services in Tunbridge Wells and Rother

1. Introduction and Overview of the Project

- 1.1. Both Tunbridge Wells Borough Council and Rother District Council have succeeded in reducing homelessness in recent years through pro-active housing options advice and homelessness prevention:
 - Tunbridge Wells BC – achieved a 67% reduction in homeless acceptances from 2003/04 to 2007/08 (85 households accepted 2007/08 compared to 257 2003/04)
 - Rother DC – achieved a 82% reduction in homeless acceptances from 2003/04 to 2007/08 (37 households accepted 2007/08 compared to 210 2003/04)
- 1.2. Both Councils are committed to further developing their housing options services in conjunction with key partners and other stakeholders to ensure that clients in housing need have access to a wide range of housing options advice and support at the time that they need it, to enable them to pursue housing options to meet their housing need, avoid homelessness and achieve and maintain independence.
- 1.3. The aims of the Tunbridge Wells and Rother HOMES project are to provide enhanced housing options advice to clients in Tunbridge Wells borough and Rother district by funding additional welfare benefits/debt advice and employment/training advice services alongside existing housing advice services. This will enable the provision of joined up service delivery, to ensure that clients receive a one-stop service within a one-stop environment which addresses their housing options, money advice and employment/training needs under one roof. The project also aims to seek to encourage existing social housing tenants who are under-occupying to downsize to free up accommodation for those in need.
- 1.4. The project is innovative in that it is cross-county (Kent and East Sussex), reflecting natural travel to work/school/public service mobility between north Rother and Tunbridge Wells borough.
- 1.5. The project has been allocated funding of £200,000 under the Department of Communities & Local Government's (CLG) EHO Trailblazer programme for the two-year period 2009/11. Funding for year 1 (2009/10) is subject to approval by CLG of the Partnership's project action plan by the end of January 2009, and funding for year 2 (2010/11) is subject to satisfactory performance in delivering the action plan targets in year 1 (2009/10).

2. Vision

2.1. We will:

- deliver real housing solutions through an enhanced housing options (EHO) service
- provide an holistic approach to housing options by joining up advice and support on housing, money and employment
- improve partnership working, both within and between our two council areas, reducing duplication and sharing best practice

3. Objectives and Outcomes

3.1. The Tunbridge Wells and Rother HOMES project will:

- Co-ordinate and improve access to advice and information on housing options, money and employment
- Establish clear referral pathways and identify any gaps in relevant services in Tunbridge Wells and Rother
- Improve access to the wider services available to vulnerable clients
- Ensure relevant protocols are in place with key agencies working with vulnerable groups who may have need of housing options services
- Develop a range of housing options which promote progress and independence through genuine opportunity for clients
- Work in partnership to ensure that clients are offered timely information, advice and practical assistance on employment and education/training opportunities
- Work in partnership to ensure that clients are timely information, advice and practical assistance on money matters including welfare benefit entitlement and dealing with debt
- Seek to encourage existing social housing tenants who are under-occupying to downsize to free up accommodation for those in need
- Develop and implement a pro-active marketing campaign to promote services available under the project
- Ensure the HOMES project is delivered in an inclusive and non-discriminatory way
- Measure performance and outcomes of the project and share lessons learnt with other local authorities and stakeholders

3.2. The key outcomes of the CLG's EHO Options Trailblazer programme are:

- Meeting housing need with a wider range of solutions
- Using housing stock more effectively
- Tackling worklessness and financial exclusion

- Improving customer service

4. Links to Related Strategies and Plans

4.1. The Tunbridge Wells and Rother HOMES project supports the following Strategies/Plans:

- *Tunbridge Wells Housing Strategy 2006-2011*⁽¹⁾ – Includes the following priorities:
 - Priority 2 – Supporting Independence for all Vulnerable People (including Older People, Young People and those with Disabilities)
 - Priority 3 – Preventing Homelessness
- *Rother District Council Housing Strategy 2007-2012*⁽²⁾ – Includes the following priorities:
 - Priority 2 – Prevention of Homelessness
- *Tunbridge Wells Homelessness Strategy 2007-2010 (Joint Homelessness Strategy for West Kent)*⁽³⁾ – Priorities are:
 - Priority 1 – Housing options and advice
 - Priority 2 – Supporting people to access and maintain accommodation
 - Priority 3 – Improve access to private sector housing stock
 - Priority 4 – Effective partnership working
- *Rother District Council Homelessness Strategy 2008-2013*⁽⁴⁾ – Priorities for action include:
 - Further develop partnership with CAB to enable fast track referral for clients experiencing debt and arrears issues to debt counselling and financial services
 - Partnership working with Connexions, Benefits Advisors and Job Centre +, by putting in place joint working procedures to enable the provision of a generic service with the inclusion of 'back to work' advice, enabling clients to access housing and improved chances of tenancy retention thus reducing chances of repeat homelessness

¹ http://www2.tunbridgewells.gov.uk/pdf/32.1%20-%20housing_strategy_2006-2011.pdf

² http://www.rother.gov.uk/media/pdf/m/r/housing_strategy_2007-12.pdf

³ http://www.tunbridgewells.gov.uk/upload/public/attachments/18/Microsoft_Word_Joint_Homelessness_Strategy_2007_2010.pdf

⁴ http://www.rother.gov.uk/media/pdf/4/5/Homeless_Strategy_2008-5.pdf

- *Tunbridge Wells Sustainable Community Plan 2006-2011* ⁽⁵⁾ – Vision for the Tunbridge Wells borough includes the expectation that there is Housing and related support which meets the needs of local people of all ages. Priorities include meeting the need for housing, including:
 - Supporting independence for all vulnerable people (including older people, young people and those with disabilities).
 - Preventing homelessness.
- *Rother District Community Plan 2004-2009* ⁽⁶⁾ – Includes the ambition to seek to meet the housing and support needs of our residents by increasing the provision of affordable accommodation in the Rother District.
- *Town and Country Housing Group Corporate Plan 2007-2010* ⁽⁷⁾, *Town and Country Foundation Business Plan 2007-2010* ⁽⁸⁾ and *Town and Country Financial Inclusion Action Plan 2007-2009* ⁽⁹⁾.
- *AmicusHorizon Group Strategic Plan 2008* ⁽¹⁰⁾.

5. National Agenda

5.1. The Tunbridge Wells and Rother HOMES project will assist the delivery of the following key Government Strategies/Plans:

- *Sustainable Communities: Homes for All* ⁽¹¹⁾ – Includes the key aims of: providing support for those who need it by tackling homelessness and cutting use of temporary homelessness by half; and tackling disadvantage through progress in education and work and housing-related support to increase successful independence.
- *Sustainable Communities: Settled Homes; Changing Lives* ⁽¹²⁾ – Key objectives of the strategy are:
 - Preventing homelessness
 - Providing support for vulnerable people
 - Tackling the wider causes and symptoms of homelessness

⁵ http://www.tunbridgewells.gov.uk/upload/public/attachments/14/community_planlow_res.pdf

⁶ <http://www.rother.gov.uk/media/pdf/7/i/Rother-com-plan.pdf>

⁷ <http://www.tchg.org.uk/documents/website%2FTCHG%20Corporate%20Plan%202008%2D11%2Epdf>

⁸ <http://www.tchg.org.uk/documents/website%2FFoundation%20Business%20Plan%202007%2D2010%2Epdf>

⁹ http://www.tchg.org.uk/pdf/tchg_financial_inclusion_action_plan_07_08.pdf

¹⁰ http://www.rotherhomes.org.uk/media/adobe/pdf/i/p/Microsoft_Word_-_Strategic_Plan_2008.pdf

¹¹ <http://www.communities.gov.uk/archived/publications/corporate/homesforall>

¹² <http://www.communities.gov.uk/publications/housing/sustainablecommunitiessettled2>

- Helping more people move away from rough sleeping
- Providing more settled homes
- *No One Left Out – Communities ending rough sleeping* ⁽¹³⁾ – Sets out the Government's plan for eliminating rough sleeping by 2012.

5.2. The Tunbridge Wells and Rother HOMES project will assist with delivery against the following National Improvement Indicators (which are Local Area Agreement targets in Kent and/or East Sussex, as indicated):

- NII 117 – 16-18 year olds who are not in education, employment or training (NEET) – Kent & East Sussex LAAs
- NII 141 – Percentage of vulnerable people achieving independent living – Kent LAA
- NII 142 – Percentage of vulnerable people who are supported to maintain independent living – East Sussex LAA
- NII 152 – Working age people on out of work benefits – Kent LAA
- NII 156 – Number of households in temporary accommodation – Sussex LAA

6. Key Elements of the Project

6.1. The key elements of the Tunbridge Wells and Rother HOMES project as outlined in the original bid and the presentation to DCLG in September 2008 were:

- The appointment of two CAB-employed welfare benefit advisors/debt counsellors for two years wef 1 April 2009, one in Tunbridge Wells and one in Bexhill-on-Sea
- The appointment of two RBLI-employed employment/training advisors for two years wef 1 April 2009, one in Tunbridge Wells and one in Bexhill-on-Sea
- Priority referral arrangements to the new posts from the two Councils' Housing Options Teams and (for their tenants) from Town & Country Housing Group (TCHG) and Rother Homes (part of AmicusHorizon)
- The provision of funding to Town & Country Housing Group and Rother Homes to top-up their existing budgets to provide Transfer Incentive Scheme grants to encourage existing social housing tenants who are under-occupying to downsize to free up accommodation for those in need

6.2. The EHO Trailblazer funding allocation is £200,000 for the two-year period 2009/11 against the bid amount of £240,000. Therefore there is a funding shortfall of £40,000 (£20,000 per annum) and it has been necessary to review the project

¹³ <http://www.communities.gov.uk/publications/housing/roughsleepingstrategy>

proposals in light of the available funding. In particular, it has been necessary to omit the proposed funding to Town & Country Housing Group and Rother Homes for Transfer Incentive Scheme grants, although all partners would have preferred this element of the project to be retained if at all possible.

6.3. The key elements of the Tunbridge Wells and Rother HOMES project are now:

- The appointment of a part-time paid welfare benefit/debt advice project supervisor by Tunbridge Wells & District CAB (20 hours per week). The post will operate from the Tunbridge Wells Gateway and give initial assessment/interviews and then refer onto volunteer advisers across the borough
- The appointment of a part-time paid welfare benefit/debt advice project worker by Rother CAB (30 hours per week) with back up and supervision provided within the Bureau. The post will operate from the CAB's offices within the Bexhill Community Hub. Volunteer advisers will provide preliminary client contact services. This will enable the CAB to provide a good level of service to meet demand throughout the district which has a wide geographical spread
- The appointment of one full-time (35 hours per week) and one part-time (24 hours per week) community advisors by RBLI to provide employment and training information, advice and guidance (IAG), one in Tunbridge Wells (full-time post) and one in Bexhill-on-Sea (part-time post). The posts will operate from the Tunbridge Wells Gateway and from the Bexhill Community Hub as well as other no-cost outreach locations
- Priority fast-track referral arrangements to the new posts from the two Councils' Housing Options Teams, and Revenues & Benefits Services, and (for their tenants) from Town & Country Housing Group (TCHG) and Rother Homes (part of AmicusHorizon), and from other agreed partners (e.g. other RSLs). All clients referred under these arrangements will be seen with five working days

6.4. The project will still consider opportunities to seek to encourage existing social housing tenants who are under-occupying to downsize to free up accommodation for those in need. This may include 'handholding' support for under-occupying tenants to downsize to smaller accommodation, and offering incentives for tenants to move to more energy efficient smaller homes and homes for life.

7. Funding of Housing Options

- 7.1. As stated above, the EHO Trailblazer funding allocation is £200,000 for the two-year period 2009/11 against the bid amount of £240,000.
- 7.2. Tunbridge Wells Borough Council will provide accommodation at no cost within the Tunbridge Wells Gateway for the part-time paid welfare benefit/debt advice project supervisor to be appointed by Tunbridge Wells & District CAB and the full-time

community advisor to be appointed by RBLI. Rother District Council will provide accommodation at no cost within the Bexhill Community Help Point for the part-time community advisor to be appointed by RBLI. Rother District CAB will accommodate its new part-time paid welfare benefit/debt advice project worker within its offices within the Bexhill Community Hub.

- 7.3. Tunbridge Wells Borough Council has approved additional funding of £20,000 from its own resources for the two-year period 2009/11 to make-up part of the funding shortfall. This will be used specifically to purchase additional capacity within the community advisor post to be provided by RBLI in Tunbridge Wells, allowing the post to be full-time rather than part-time. Rother District Council is unable to provide any additional direct funding for the project. Neither have Town & Country Housing Group or Rother Homes been able to pledge any funding for the project at this stage, although options will be kept under review.
- 7.4. Both Councils have reviewed their in-house housing options services in recent years, resulting in increased staffing resources and an increased emphasis of homelessness prevention. Tunbridge Wells Borough Council has 11.4 FTE posts within its Housing Needs Team, of whom 5.4 are dedicated housing options staff. Rother District Council currently has 7.5 FTE posts within its Housing Needs Team, of whom 2.5 are dedicated housing options staff. Following a recent re-structure, this will increase to 9.5 FTE posts with effect from April 2009 of whom 4.5 will be dedicated housing options staff.
- 7.5. Both Councils currently receive Homelessness Grant funding from CLG to assist with their homelessness prevention activities. In 2009/10 and 2010/11 Tunbridge Wells Borough Council will receive £62,000 of Homelessness Grant per annum, whilst Rother District Council will receive £45,000 per annum. This funding will be utilised as follows:

Tunbridge Wells Borough Council

- Funding of 1 FTE Housing Options Advisor post
- Contribution towards employment costs of Domestic Abuse Co-ordinator post employed by TCHG
- Funding of Rent Deposit Loans to enable clients to access private rented accommodation
- Funding of weekly CAB Housing Debt Clinics

Rother District Council

- Sanctuary scheme
- Nightstop scheme
- Options Officers prevention budgets

- 7.6. Both Tunbridge Wells Borough Council and Rother District Council currently provide revenue grant funding for their partner CABs towards the cost of their core advice services. In the three-year period 2006/09 Tunbridge Wells Borough Council has provided Tunbridge Wells & District CAB with grant funding of £207,000 per annum under a three-year Service Level Agreement. A new three-year Service Level Agreement for the period 2009/12 was approved by the Council's Cabinet at its meeting on 12 March 2009 under which Tunbridge Wells & District CAB will receive grant funding of £207,000 in 2009/10, £199,000 in 2010/11 and £193,000 in 2011/12. In the three-year period 2006/09 Rother District Council has provided Rother CAB with grant funding of £75,000 per annum under Service Level Agreements. In 2009/11 Rother District Council will provide Rother CAB with grant funding of £110,000 per annum, comprising core funding of £75,000 per annum plus £35,000 per annum for home visits and an outreach service. Both CABs are working with the Councils to provide money advice assessments under the Mortgage Rescue Scheme, for which both Councils were fast-track authorities and this service will be incorporated within the Tunbridge Wells and Rother HOMES project.
- 7.7. Tunbridge Wells Borough Council has been allocated one-off funding of £50,000 by the Kent Supporting People Team to provide of Rent Deposit Loans to enable clients currently living in supported housing to move-on to private rented accommodation. The Borough Council is working closely with supported housing providers to assist clients access private rented accommodation. This initiative will directly assist with delivery against National Improvement Indicator NII 141 – Percentage of vulnerable people achieving independent living – which is one of the 35 targets in the Kent Local Area Agreement.
- 7.8. Other possible sources of funding identified and explored to assist with the Tunbridge Wells and Rother HOMES project include Community Safety Partnership funding and Choosing Health funding, but at present it is unlikely that these will be available.

8. Delivering a Customer-focused Enhanced Housing Options Service

- 8.1. Both Tunbridge Wells Borough Council and Rother District Council have recently mapped advice services in their areas as part of their Homelessness Reviews prior to the adoption of new Homelessness Strategies in 2007 and 2008 respectively. This included community consultation to identify appropriate methods of engagement with specific groups.
- 8.2. Both Tunbridge Wells Borough Council and Rother District Council provide proactive housing options advice to clients on a wide range of issues. Both Councils' Housing Needs Teams can be contacted in the following ways:
- Online
 - By e-mail
 - By telephone

- In person:
 - In Tunbridge Wells, at:
 - The Tunbridge Wells Gateway, a new multi-agency service delivery centre in Royal Tunbridge Wells which opened in November 2008. The Gateway is open on weekdays from 9am-5pm (6.30pm on Thursdays) and on Saturdays from 10am-4pm) and is part of the Kent Gateway programme. Services provided from the Gateway include Tunbridge Wells Borough Council, Kent County Council Adult Social Services, Tunbridge Wells & District CAB, RBLI, Business Link Kent, West Kent PCT, Voluntary Action West Kent, Home-Start, West Kent Mediation, Tunbridge Wells Mental Health Resource, Headway, Hi-Kent, Alzheimer's Society, Kent Association for the Blind and Crossroads
 - The Weald Information Centre, Cranbrook – open on weekdays 9am-5pm, drop-in housing advice surgeries held on Fridays 10am-midday.
 - In Rother, at:
 - Rother District Council's Community Help Points in Bexhill-on-Sea, Battle and Rye – these sites will also be used to support RBLI's local presence
 - The Bexhill Community Hub, Bexhill-on-Sea – accommodates services provided by Rother CAB, Rother Voluntary Action, Bexhill Community Partnership, Rother Race Action Forum, Bexhill Young People's Services, RBLI and *in touch* Home Improvement Agency
 - Information Point kiosks in local shops and post offices across the district

8.3. The Tunbridge Wells Gateway and the Rother Community Help Points provide customer-focussed services within modern environments. The premises are all highly visible with high street locations and: are light, bright and airy: are accessible for those with disabilities/limited mobility including induction hearing loop facilities; provide confidential interview facilities and free internet access. Both Councils subscribe to Languageline and are able to provide access to translation services, and provide information in a range of formats such as Braille, large format, audio, multilingual, etc, as appropriate.

8.4. Both Councils' housing options services are co-located with or in close proximity to money advice and debt services. The Tunbridge Wells Gateway currently provides housing options advice (through the Council's Customer Service Advisors and specialist Housing Options Advisors), Housing & Council Tax Benefit Advice (through the Council's Customer Service Advisors and specialist Revenues & Benefits Advisors), general and specialist advice including welfare benefits/debt advice and independent housing advice (through Tunbridge Wells & District CAB and a range of other voluntary agencies) and employment and training advice (through RBLI's Community Advisors with possible referrals to it's Pathways to Work and Workstep contracts where suitable). Tunbridge Wells and District CAB consists of three bureaux, Cranbrook, Paddock Wood, Tunbridge Wells and several outreach sites including a court desk at Tunbridge Wells County Court. In addition to generalist advisers the CAB has debt caseworkers, a mental health adviser, and a home visiting team to support older people. The CAB

holds a Legal Services Commission contract for debt, employment, housing and welfare benefits, therefore, they offer specialist advice in these topics for clients eligible for legal help.

- 8.5. Rother District Council's Community Help Points provide housing options advice (through the Council's Customer Service Advisors and specialist Housing Options Advisors) and Housing & Council Tax Benefit Advice (through the Council's Customer Service Advisors and specialist Revenues & Benefits Advisors). The Rother Community Hub is located in close proximity to (opposite) the Bexhill Community Help Point and provides general and specialist advice including welfare benefits/debt advice and independent housing advice (through Rother CAB and a range of other voluntary agencies).
- 8.6. Both Councils utilise call centre scripts and one stop shop scripts to provide better first contact point access and advice, and all staff are trained in delivering excellent customer service. Consideration will be given to including information regarding services to be delivered by the CABs and RBLI under the Tunbridge Wells and Rother HOMES project in these scripts.
- 8.7. Both Councils undertake home visits to clients where appropriate as well as outreach services, e.g. at local women's refuges and other supported housing projects. Same-sex interviews are offered where necessary (e.g. for victims of domestic abuse).
- 8.8. Both Councils regularly undertake equalities impact assessments of their services to ensure advice and support is accessible to all clients, and adopt a multi-agency approach to addressing the housing and support needs for vulnerable clients, including multi-agency referral panels. This work contributes to targets under PSA 9¹⁴ which seeks to halve the number of children in poverty by 2010-11, on the way to eradicating child poverty by 2020, and PSA 16¹⁵ which seeks to increase the proportion of socially excluded adults (i.e. care leavers; adult offenders under probation supervision; adults in contact with secondary mental health services; and adults with moderate to severe learning disabilities) in settled accommodation and employment, education or training.
- 8.9. Both Councils provide out-of-hours call-out services in respect of homelessness and other emergency housing situations.
- 8.10. Both Councils use customer satisfaction surveys to assess customer satisfaction with existing services and use feedback to shape future service delivery. Both Councils have also regularly used mystery shopping to inform self awareness of the quality of service delivery and shape future service delivery.

¹⁴ http://www.hm-treasury.gov.uk/d/pbr_csr07_psa9.pdf

¹⁵ http://www.hm-treasury.gov.uk/d/pbr_csr07_psa16.pdf

8.11. Both Councils have undergone external reviews of their Housing Services through Audit Commission Housing Inspections (Tunbridge Wells Borough Council in 2005/06¹⁶ and Rother District Council in 2007/08¹⁷).

8.12. Both Councils provide clients with useable, useful Housing Options Packs which include a range of information and advice leaflets as well as a personalised action plan which is reviewed on a regular basis with the client. These will be reviewed as part of the Tunbridge Wells and Rother HOMES project. In addition, online Advice Directories for service users and stakeholders will be developed including self-assessment techniques.

8.13. Other technology-based housing options solutions to be considered under the project will include:

- Housing options diagnostic tool and interactive help on Council websites
- Myspace and Facebook accessible advice and options services (aimed at young people)
- Digi TV for bidding under Choice Based Lettings (both Councils have implemented Choice Based Lettings and promote this as part of their housing options services)
- Self-registration for Housing Registers that assess provisional banding or points and housing prospects and advises on prospects and alternatives
- Further use of SMS messaging to provide information
- A web-based multi-agency referral process which will enable all of the Tunbridge Wells and Rother HOMES project to refer clients to one another electronically, directly book appointments for clients with other services electronically, and exchange client information electronically to avoid the need for clients to provide the same personal information to each partner agency, in keeping with the spirit of the 'tell us once' pilot projects.

9. Making the 'Core Options' Toolkit Work Harder

9.1. At **Appendix 2** is a checklist of current housing options services in Tunbridge Wells and Rother against the CLG Menu of Options circulated in December 2008. This details which services are already in place, which are not in place but are being/will be considered and which services are not in place and are not being considered or are not applicable.

¹⁶ <http://www.audit-commission.gov.uk/reports/BVIR.asp?CategoryID=ENGLISH^576^LOCAL-VIEW^AUTHORITIES^108600&ProdID=1DC4DB65-F0EF-4a7f-9A2E-1DA3F22F89A2>

¹⁷ <http://www.audit-commission.gov.uk/reports/BVIR.asp?CategoryID=ENGLISH^576^LOCAL-VIEW^AUTHORITIES^106992&ProdID=DD006547-A8C4-4d1e-9ECA-0C4C010542A6>

- 9.2. A decision on whether to implement those services which are not in place but are being/will be considered will be made as part of the process of reviewing existing in-house housing options information and advice and identifying any required service enhancements. This will be completed by the end of April 2009. A key element of this process will be reviewing the advice and support available to rough sleepers, both via the Council's housing options services and through partner agencies particularly those in the voluntary sector, with a view to expanding the advice and support available to rough sleepers. Particular regard will be given to the recommendations set out in *No One Left Out – Communities ending rough sleeping* (¹⁸), which sets out the Government's plan for eliminating rough sleeping by 2012.

10. The Housing Options Plus Service

- 10.1. As previously stated, the key elements of the Tunbridge Wells and Rother HOMES project focus on the provision of welfare benefit/debt advice and employment and training information, advice and guidance (IAG) to clients, with priority fast-track referral arrangements to these services from the two Councils' Housing Options Teams, and Revenues & Benefits Services, and (for their tenants) from Town & Country Housing Group (TCHG) and Rother Homes (part of AmicusHorizon), and from agreed partners (e.g. other RSLs). Project partners will utilise the Chartered Institute of Housing's *Tackling Worklessness Toolkit*¹⁹ to inform the development of the employment and training information, advice and guidance (IAG) services, and this will also be used as a training resource for staff.
- 10.2. Referrals will continue to be made where appropriate to other relevant agencies including Health and Social Care and specialist service providers for vulnerable clients in accordance with referral mechanisms and protocols already in place in Kent and East Sussex.
- 10.3. Clients accessing the employment and training information, advice and guidance (IAG) services to be provided by RBLI will be offered support with personal development including self-esteem building classes, life coaching and motivational activities.

11. Learning and Sharing

- 11.1. The Tunbridge Wells and Rother HOMES project will seek advice and support from its mentor, Ashford Borough Council, which has received CLG funding under the Enhanced Housing Options Mentor programme and is a neighbouring authority of Tunbridge Wells Borough Council and Rother District Council.

¹⁸ <http://www.communities.gov.uk/publications/housing/roughsleepingstrategy>

¹⁹ <http://www.cih.org/worklessness/>

- 11.2. We will share our experiences with other Kent and East Sussex local housing authorities (including Sevenoaks District Council in Kent and Eastbourne Borough Council in East Sussex, both of which have received Enhanced Housing Options 'Kickstart' funding from CLG) via Kent Housing Group (KHG) and East Sussex Housing Officers Group (ESHOG).

12. Communication

- 12.1. We will develop a Communication Plan as part of our action plan to ensure there are clear channels for dissemination of information on the progress of our project to key partners and stakeholders, and develop forums for discussion with key partners.
- 12.2. New services to be provided under the project will be widely promoted to existing and potential service users to maximise take-up.

13. Action Plan

- 13.1. Set out at **Appendix 1** is our action plan which sets out what we will do, when we will do it by, who will deliver each element of the project and what resources are needed. In addition, for each element of the project, key milestones, targets/outcomes and success measures are listed.
- 13.2. Detailed caseload/outcome targets are set out in the list of Performance Indicators at **Appendix 3**.

14. Monitoring and Review

- 14.1 Monitoring of the delivery of the action plan will be undertaken by a Project Board comprising representatives of all project partners (see **Appendix 4** for full details). The Project Board will initially meet monthly until the project is up and running. Monitoring reports will be submitted to CLG as required and quarterly monitoring meetings will be held with CLG to review progress.
- 14.2 Both Councils and our partners are acutely aware that the funding made available under the CLG EHO Trailblazer programme is strictly limited to the two-year period 2009/11. We will seek to identify and explore alternative funding sources, including core funding by the two Councils and our partners, to enable the services to be provided under the Tunbridge Wells and Rother HOMES project to continue beyond the initial two-year period, subject to agreement that that the project has been a success and that our objectives and outcomes have been met. We will aim to have to identified and explored alternative funding sources, or otherwise have agreed an exit strategy, by October 2010.

15. Further Information

Lead local authority contact details	
Region: South East	Contact Name: David Crosby, Head of Housing & Health
Email: david.crosby@tunbridgewells.gov.uk	Address:
Phone: (01892) 554192	Tunbridge Wells Borough Council, Directorate of Services to the Community, Town Hall, Civic Way, Royal Tunbridge Wells, Kent TN1 1RS
Other local authority contact details	
Region: South East	Contact Name: Anne Fennessy, Head of Housing
Email: anne.fennessy@rother.gov.uk	Address:
Phone: (01424) 787599	Rother District Council, Services Directorate, Town Hall, Bexhill-on-Sea, East Sussex TN39 3JX

Tunbridge Wells & Rother Enhanced Housing Options Trailblazer Partnership

APPENDIX 1– Action Plan

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>Housing Options – Housing Options Services</p> <p>Continue to provide a comprehensive range of in-house housing options information and advice to clients</p>	Ongoing	TWBC & RDC	Within existing resources (including allocations of CLG Homelessness Grant funding)	<p>Review housing options advice services against CLG EHO Menu of Options – by end February 2009 (Completed)</p> <p>Review housing options advice services against Audit Commission LA Strategic Housing KLOEs and best practice (including Ashford BC as EHO Mentor) – by end March 2009</p> <p>Identify any required service enhancements – by end April 2009</p> <p>Update information and advice including existing information leaflets, websites (including online Advice Directories), and produce a revised housing options checklist – by end June 2009</p>	Improved housing options approach delivered by LAs; Reduction in homelessness	<p>Improvement in quality of housing options information and advice available to clients</p> <p>Comprehensive range of housing options information and advice available to clients</p> <p>Comprehensive information to enable signposting of clients available for all partners in all locations</p>	Detailed caseload/ outcome targets set out in Performance Indicators at Appendix 3

Tunbridge Wells & Rother Enhanced Housing Options Trailblazer Partnership

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
Housing Options – Housing Options Services Develop a programme of joint staff training to deliver basic housing options awareness and homeless prevention training to all council front-line services and partner agencies including voluntary agencies	April 2009 onwards	All EHO Trailblazer Partners	Within existing resources	Project Board to discuss options to develop programme of joint staff training – by end February 2009 Draft training programme agreed – by end March 2009 Implementation of rolling training programme commenced – April 2009	Improved awareness of housing options amongst council front-line services; Reduction in homelessness; Increase in staff skills/greater efficiency of resources by reducing costs to individual partners; Improved joint working	Improvement in quality of housing options information and advice available to clients	Any joint staff training programme will need to compliment existing arrangements such as Kent Housing Group/ Brighton & East Sussex (BEST) training/ Sussex Training Consortium, CAB training, etc

Tunbridge Wells & Rother Enhanced Housing Options Trailblazer Partnership

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
Housing Options – Tackling Under-occupation Further promote RSL Transfer Incentive Schemes to encourage under-occupying tenants to downsize	April 2009 onwards	TCHG & Rother Homes	Within existing resources (TCHG and Rother Homes already provide funding of £10,000 & £18,000 per annum respectively for their Transfer Incentive Schemes)	Options to address under-occupation contained in CLG Menu of Options to be considered by Project Board and pilot options agreed – by end June 2009 Pilot options developed and implemented – July 2009 onwards Continued promotion of the RSL Transfer Incentive Schemes by RSLs and LAs – Ongoing	Increased take-up of Transfer Incentive Schemes Increased number of RSL vacancies (particularly of larger family-sized accommodation) generated via the of Transfer Incentive Schemes	Increased take-up of Transfer Incentive Schemes	It has not been possible to provide additional funding to the RSLs to provide Transfer Incentives due to the project funding shortfall of £40,000

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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
Housing Options – Utilising Social Housing Stock Develop a pilot cross-border nomination rights/CBL advertising arrangement	April 2009 onwards	TWBC, RDC, TCHG, Rother Homes	N/A	Project Board to discuss options to develop pilot cross-border nomination rights/CBL advertising in respect of difficult-to-let social housing stock, sheltered/extra-care sheltered housing & rural exception site housing – by end February 2009 Proposals for pilot cross-border nomination rights/CBL advertising developed and agreed – by end June 2009	Pilot cross-border nomination rights/CBL advertising in place to ensure more flexible use of existing social housing stock – July 2009-March 2010	Increased ability of LAs and TCHG/ Rother Homes to meet housing need/utilise existing housing stock through cross-border working	Any proposals for cross-border nomination rights/CBL advertising may require elected Member approval from TWBC and RDC
Housing Options – Utilising the Private Rented Sector Consider the roll-out of TWBC's Private Accredited Lettings (PAL) Scheme to RDC	By April 2009	TWBC & RDC	£1,500 per annum (RDC)	TWBC has already developed and launched a pilot web-based PAL Scheme (www.palscheme.co.uk) in 2008/09 which elected Members have agreed will continue into 2009/10. RDC will have the ability to buy into this for a nominal annual fee, subject to elected Member approval	Improved housing conditions and housing management standards in private rented accommodation Increased access to accredited properties by TWBC/RDC Housing Options Teams	Common PAL Scheme in Tunbridge Wells and Rother, with possible future roll-out to other Kent and East Sussex LAs	The TWBC PAL Scheme is also being marketed to other Kent district councils. Sevenoaks DC (an EHO Kickstart LA) has agreed to buy into the Scheme

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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
Housing Options – Utilising the Private Rented Sector Review and seek to align rent deposit loan/bond guarantee schemes	By July 2009	TWBC & RDC	N/A	Initial meeting held between Housing Options Team reps – March 2009 Proposals for revised rent deposit loan/bond guarantee schemes developed – by May 2009 Proposals for revised rent deposit loan/bond guarantee schemes approved – by July 2009	Increased access to private rented sector accommodation by TWBC/RDC Housing Options Teams	Improved and aligned rent deposit loan/bond guarantee schemes across Tunbridge Wells and Rother	Both LAs currently operate separate rent deposit loan/bond guarantee schemes to assist clients to access the private rented sector
Housing Options – Supporting Home Ownership Agree partnership agreement with Moat Homes Ltd, the Homebuy agent for Kent and East Sussex	By April 2009	TWBC, RDC, Moat Homes Ltd	N/A	Initial meeting held with Moat – February 2009 Draft partnership agreement developed – March 2009 Partnership agreement in place – by April 2009	To clarify roles and responsibilities and referral arrangements regarding Homebuy products and Mortgage Rescue Scheme	Partnership agreement in place Greater clarity re roles and responsibilities Improved referral arrangements	N/A

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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
Money Provide enhanced welfare benefits/debt advice service to clients	April 2009 onwards	CABs	£88,743 staffing costs (including training costs) £8,680 office accom and other costs £3,062 IT costs Total = £100,485 (fully-funded from CLG Trailblazer Grant)	Agree costings with CABs – by end January 2009 (Completed) Advertise and recruit to posts (employed staff/volunteers) – February/March 2009 Posts filled (employed staff/volunteers) – by April 2009	Enhanced welfare benefits/debt advice service in place for priority referrals from TWBC/RDC Housing Options Teams, Revenues & Benefits Services, TCHG/ Rother Homes and other agreed partners to: <ul style="list-style-type: none"> • Prevent homelessness • Increase take-up of eligible welfare benefits • Enable clients with debt to agree debt management plans with creditors 	Enhanced welfare benefits/debt advice service and priority referral arrangements in place, leading to: <ul style="list-style-type: none"> • Prevention of homelessness • Increased take-up of eligible welfare benefits • Debt management plans agreed with creditors by clients in debt 	Detailed caseload/ outcome targets set out in Performance Indicators at Appendix 3

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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
Employment Provide enhanced employment/ training advice service to clients	April 2009 onwards	Royal British Legion Industries (RBLI)	£99,407 staffing costs (including management and training support costs) £5,000 Marketing/ promotion costs £7,000 IT/ equipment costs £3,600 Client costs (travel) £4,500 other costs (admin, legal, etc) Total = £119,507 (£99,507 funded from CLG Trailblazer Grant, £20,000 funded by TWBC)	Agree costings with RBLI – by end February 2009 (Completed) Advertise and recruit to employed posts – February/March 2009 Posts filled – by April 2009	Enhanced employment/ training advice service in place for priority referrals from TWBC/RDC Housing Options Team and Revenues & Benefits Services, TCHG/Rother Homes and other agreed partners to: <ul style="list-style-type: none"> • Empower clients to positively improve their life-chances and housing options by taking up employment/ training • Reducing reliance on welfare benefits 	Enhanced employment/training advice service and priority referral arrangements in place, leading to: <ul style="list-style-type: none"> • Increase in take-up of employment/ training • Reduced reliance on welfare benefits 	Detailed caseload/ outcome targets set out in Performance Indicators at Appendix 3

Tunbridge Wells & Rother Enhanced Housing Options Trailblazer Partnership

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
General Develop a Communication Plan	April 2009 onwards	All EHO Trailblazer Partners	Utilising existing resources and Trailblazer funding	Draft Communication Plan produced – by end March 2009 Communication Plan agreed and implementation commenced – April 2009	Awareness of new services to be provided under project amongst service users, partners and stakeholders	Clear channels in place for dissemination of information on the progress of our project to key partners and stakeholders; forums developed for discussion with key partners; new services widely promoted to existing and potential service users to maximise take-up	N/A

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APPENDIX 2 – Checklist of Current Housing Options Services in Tunbridge Wells and Rother against CLG Menu of Options

(Key to symbols: ✓ = already in place; ? = not in place but are being/will be considered; X = not in place and not being considered; N/A = Not applicable)

Housing Option	Tunbridge Wells BC	Rother DC
1a. Private Rented Sector – Support for Tenants		
Practical advice on Tenancy Deposit Schemes that lead to people being empowered to be able to access the PRS through their own actions	✓	✓
Financial assessment – essential living costs etc	✓	✓
Housing benefit package – Local Housing Allowance Assessments, advice on entitlement, verification of housing benefit documents, fast-tracking of initial payments	✓	✓
Bespoke options for specific client groups	✓	✓
Online advertisements of PRS properties	✓	?
Access for single people and non-priority homeless to rent deposit schemes	✓	✓
Negotiation of longer ASTs	✓	✓
1b. Private Rented Sector – Landlord incentive schemes		
Setting up a social lettings agency	X	X
Access for single people and non priority homeless to accredited landlords HMO scheme	✓	?
Setting up an accommodation assessment, placement and support hub to control and coordinate access and support needs to all accommodation available in the district including statutory homeless duty temporary accommodation; PRS, hostels. The aim being to make the best use of the pool of accommodation available to the council and ensure the right placement to the right accommodation thus increasing the prospect of a sustainable placement	X	X
‘Gateway’ approach with designated routes out of accommodation with support where required	✓	✓
Flat-share projects	X	✓
PRS accommodation and client matching service	✓	✓
Providing a Guaranteed BOND scheme access for single people or other identified client groups, for example social tenants with a good track record	X	X
Higher rate supported BOND scheme for substance misuse and mental health linked to support worker	X	X
PRS rent arrears service hotline - offered to landlords, intervention – negotiate rent levels, LHA direct, DHP, ending tenancies correctly	?	✓
Accommodation options for small scale supported housing projects using existing C3 planning consent with support from the planning department	X	X
Rent in advance schemes	✓	✓

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Housing Option	Tunbridge Wells BC	Rother DC
Damage guarantee schemes	X	X
Deposit guarantee schemes	✓	✓
1c. Private Rented Sector – Accreditation Schemes		
Accreditation advice and help for both landlords and tenants	✓	?
Illegal eviction and harassment: direct action including enforcement and legal action	✓	✓
Contributions through housing options PRS schemes to meeting the Private sector decent homes standard	✓	✓
Housing Health and Safety Ratings System implementation to tackle private sector disrepair and overcrowding	✓	✓
Student Housing policing of standards and raising awareness	N/A	N/A
Landlord training and awareness raising to improve landlord confidence in letting to people in housing need and on housing benefit	✓	?
2. Home Ownership/Intermediate Housing Functions		
Establish working protocol with HomeBuy agents re: referral, awarding priority, marketing to tenants and those on the housing register, assessment of household income, flexibility regarding levels of rent or equity loan	?	?
Promotion of LCHO options through housing options service (e.g.: see 'increasing accessibility' for possible delivery channels)	✓	✓
Staff training to cover low cost home ownership options including HomeBuy range and Right-to-Buy/Acquire	✓	✓
LCHO 'fairs' or open days	✓	✓
Facilitate access to independent advice on home ownership	✓	✓
Information and facilitating access to key worker schemes intermediate housing and advice on mobility within this context	✓	✓
Leaseholder help and advice for both the ex-RTB social sector and private sector re: common hold issues; purchasing freehold; right to manage; service charges and repairs	✓	✓
Develop a sellers pack: independent advice on requirements and next steps	?	?
Set up a savings scheme to support individuals wanting to save for a deposit	?	?
3. Rough Sleeping		
Personal action plans for former rough sleepers	?	?
Taking forward early the actions recommended from the CLG Strategy 'No one left out'	?	?
Innovative approaches to rough sleeping including exercising power to accommodate (192(3)HA1996) verified rough sleepers on the streets	✓	✓
Street outreach/street rescue service innovative approaches	✓	X
Homelessness medical service	X	X
Embedding commitment to tackling social exclusion throughout council services	✓	✓
Sub-regional working through Multi-Area agreements where numbers of rough sleepers in each LA are low	X	X
Developing hostels and day centres as 'Places of Change'	X	X

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Housing Option	Tunbridge Wells BC	Rother DC
Clearing house role for non-statutory sector hostels to avoid silting up and ensuring this provision is targeted at those in greatest need	X	X
4a. Prevention Funds, Flexible Funds and Discretionary Housing Payments – Prevention Fund		
Develop clear criteria for what prevention money could be used to fund	?	?
Innovative ways of using prevention fund money (e.g.: tackling worklessness; covering rent for offenders until HB claims come through post release)	?	?
Increasing access to prevention fund money to local authority partners working to prevent homelessness	?	?
4b. Prevention Funds, Flexible Funds and Discretionary Housing Payments – DHP		
Holding the fund in the Housing Options service	X	X
Developing value for money criteria	?	?
Developing innovative ways of using DHP	?	?
Simple forms and application forms	✓	✓
LA top up to DHP payments to prevent homelessness	X	X
Evidence of using it in a targeted way	✓	✓
5a. Overcrowding/Underoccupation – Strategic		
Designated post to support overcrowded households	?	?
Develop overcrowding strategy and action plan	?	?
'Myth-busting' re: allocations to overcrowded households built into staff training module	?	?
Review allocations policy to tackle overcrowding (e.g.: priority for severely overcrowded households or additional preference for existing tenants who are overcrowded)	✓	✓
Top priority for under-occupiers in the allocations scheme	X	✓
Develop overcrowding and under-occupation protocols with RSLs	?	?
Health assessments for overcrowded households	?	?
Experimenting with chain lettings	X	X
'Handholding' support for overcrowded households/adult family members of overcrowded households wishing to access the PRS	?	?
5b. Overcrowding/Underoccupation – Move-On/Mobility Options for Overcrowded Households		
Extend PRS landlord incentive schemes and BONDS to overcrowded tenants	?	?
Incentive payments to overcrowded households prepared to release a secure tenancy by moving into the PRS	X	X
Cash incentive schemes to assist with home purchase through low cost market housing	X	X
Support to households to register on other local authority or RSL allocation schemes in areas where someone may wish to move to through assessing their likely housing priority under a specific scheme, help with registration and help with bidding where needed	?	?

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Housing Option	Tunbridge Wells BC	Rother DC
5c. Overcrowding/Underoccupation – Making Best Use of Existing Space for Overcrowded Households		
Financial support for space-saving actions (e.g.: bunk beds, fold-down beds, storage units, removing unwanted furniture etc)	X	X
Financial support for living space extensions or adaptations (e.g.: installing additional washbasins, partitioning, flat-pack pod technology)	X	X
5d. Overcrowding/Underoccupation – Tackling Under Occupation		
Identify under-occupiers through council tax records, mail shots, GPs, social care teams, estate offices, Home Improvement Agencies (HIAs), handyperson schemes etc	?	?
Handholding and bespoke support for under-occupiers wishing to downsize – for example packing/removals services, disconnections/reconnection, ‘settling-in’ packs, decorating new properties to a specific taste	?	?
Ensure allocations scheme allows a ‘spare’ bedroom for under occupiers if this is required	?	?
Housing staff trained to refer to mobility schemes e.g.: Seaside and Country Homes scheme	✓	✓
6a. Mobility Options – Mobility options available to all social housing tenants		
Direct application to LAs in chosen area	✓	✓
Direct application to RSLs in chosen area	✓	✓
Application for transfer within stock of current landlord	✓	✓
Mutual exchange	✓	✓
Move into the private rented sector	✓	✓
Encouraging local RSLs to join local and national mutual exchange schemes	✓	✓
6b. Mobility Options – RSL assisted/funded schemes		
Assistance with removal costs	✓	✓
Under-occupation schemes (includes increased priority for those downsizing, payments for bedrooms released, support with move process etc)	✓	✓
Local mutual exchange services	✓	✓
6c. Mobility Options – Options for vulnerable people		
Work with partners to develop options for local and sub-regional moves for those who need to move to be close to support, substance misuse treatment or to leave old networks	✓	✓
7. Home Visits		
Clear criteria for identifying when home visits are appropriate	✓	✓
Establish protocol for good practice in home visiting	?	?
Taking forward the options approach to the home visit	✓	✓
Home visits to identified ‘hard to engage’ customers	✓	✓
Home visits where individuals are unable to access advice via another route	✓	✓
Wifi technology to enable better off in work calculations to be undertaken, housing options info accessed, and bids made via CBL website	X	X

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Housing Option	Tunbridge Wells BC	Rother DC
Home visits to overcrowded households to identify need and support that might be offered/available	✓	✓
Home visits to under occupiers to establish level of support required to enable them to downsize	✓	✓
8. Housing Benefit		
Housing Benefit protocol or SLA covering how Options and Benefit service will work together	?	?
Local Housing Allowance calculator	✓	✓
A structured training programme in Verification for all options staff and key partners including voluntary sector and RSL/Council Housing management services to reduce the risk of homelessness through rent arrears	?	?
HB training packs and courses for prevention and options work covering partners and landlords	?	?
Better joint working including job shadowing	?	?
Early warning systems of benefit being turned off given to options services	✗	✗
Short HB forms to reduce bureaucracy	✓	?
Coordinating advice and benefit take up	✓	✓
Information sharing protocols with HB	?	✓
Agree shared understanding of how quickly change of circumstance and new claims will be processed for those entering and leaving prison	✓	✓
9. Tenancy Sustainment		
Floating support, targeted with better outcomes	✓	✓
Tenancy support, targeted with better outcomes	✓	✓
New tenancy visits for social landlords to identify early problems that may lead to a risk of homelessness	✓	?
Rent account checks and advice	✓	✓
Pre-tenancy training in managing tenancies for new tenants	✓	✓
Financial capability training	?	?
10. Mediation Schemes		
Consider the scope of the mediation scheme, decide who will it be offered to, develop referral forms and outcomes etc	?	?
Clear criteria for identifying when mediation is appropriate	?	?
Operating mediation schemes within existing options services full time or on a surgery basis	?	?
Co-locating mediation services	✗	✗
Work with partners to develop mediation schemes that address families and also address the needs of those temporarily away from their family due to prison or drugs rehabilitation	?	?
11. Housing Grants and Loans		
Innovation in private sector renewal grants/loans for home improvement	✓	✓
Help to elderly owner occupiers on equity release for improvement and repair to assist people to stay in their home	✓	✓
Incorporate Home Improvement Agencies within options services	✗	✗

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Housing Option	Tunbridge Wells BC	Rother DC
Handypersons services and small scale home safety work for elderly people, victims of domestic violence and the physically disabled	✓	✓
Possible administering Disabled Facilities Grants from the options service, and minor adaptations	✗	✗
HECA: energy efficiency schemes in partnership with energy companies across private sector to improve thermal comfort and save energy/tackle fuel poverty	✓	✓
Empty property grants and loans linked to PRS access schemes at affordable or intermediate rents	✓	✓
12. Rent Arrears		
Pre-action protocols with RSLs and housing management services	✓	✓
Innovative prevention schemes and tackling arrears	✓	✓
Schemes for keeping people in their property (e.g.: 'Social Housing Rescue' type arrangements for the social sector based on mortgage rescue joint working principles)	?	?
Early warning rent arrears system with all social sector landlords where this poses a risk to the home	✓	✓
Joint options advice and money advice letters sent out automatically with arrears letters	✓ (TCHG)	✗
Options to write-off or reclaim rent arrears (e.g.: through reduce incentive payments to under occupiers)	✓ (TCHG)	✗
13. Illegal Eviction		
Develop a clear plan – who will do what within the council and partners	✓	✓
Illegal eviction packs and advice for landlords and tenants	✓	✓
Court advocacy services	✓	✓
14. Mortgage Repossession – Taking the MRS CLG package and enhancing this through local activity and initiatives, for example:		
Contributing capital funding to reach more cases including those in negative equity	✗	✗
Targeting buy to let properties where there are mortgage difficulties to help keep tenants in the home through direct payment of rent to lenders	✗	✗
15. Supported Housing Options		
Increasing provision with support including making more use of the PRS	✓	✓
Innovative use of Move-On Protocol (MOPP)	✓	✓
Developing a local voluntary initiative for all supported housing to work towards the standards set out in 'Places for Change' for buildings, support, management and engagement (where capital is not achievable for buildings organisations can still aim to reach the standard in management, support and engagement.	?	?
Reviewing SP contracts to make sure that the services commissioned do not exclude certain groups, which then makes it hard for the local authority to place them anywhere	?	?

APPENDIX 3 – Performance Indicators

PI	Measure	Outturn TWBC 2007/08	Outturn TWBC 2008/09*	Target TWBC 2009/10	Target TWBC 2010/11	Outturn RDC 2007/08	Outturn RDC 2008/09*	Target RDC 2009/10	Target RDC 2010/11
National Improvement Indicators (*NOTE: outturns for 2008/09 are projections and will be updated in due course; targets for 2009/10 and 2010/11 are subject to review having regard to 2008/09 actual outturns when published)									
NI 117	16-18 year olds who are not in education, employment or training (NEET)	TBC	236	148	140	127	128	122	119
NI 141	Percentage of vulnerable people achieving independent living	Targets not available at district level				Targets not available at district level			
NI 142	Percentage of vulnerable people who are supported to maintain independent living	Targets not available at district level				Targets not available at district level			
NI 152	Working age people on out of work benefits	TBC	8.7%	6.6%	6.4%	TBC	TBC	TBA	TBA
NI 156	Number of households in temporary accommodation	48 (at 31/03/08)	40 (at 31/03/09)	29 (at 31/03/10)	29 (at 31/03/11)	11 (at 31/03/08)	20 (at 31/03/09)	20 (at 31/03/10)	18 (at 31/03/11)

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PI	Measure	Outturn TWBC 2007/08	Outturn TWBC 2008/09*	Target TWBC 2009/10	Target TWBC 2010/11	Outturn RDC 2007/08	Outturn RDC 2008/09*	Target RDC 2009/10	Target RDC 2010/11
Local Housing Options Performance Indicators (TWBC & RDC) (*NOTE: outturns for 2008/09 are projections and will be updated in due course; targets for 2009/10 and 2010/11 are subject to review having regard to 2008/09 actual outturns when published)									
HO 1	Number of homeless households per 1000 households in the area for whom housing advice casework resolved the situation (former BVPI 213)	2 (80 cases)	2 (90 cases)	2 (100 cases)	2 (110 cases)	3 (114 cases)	4 (168 cases)	3 (130 cases)	3 (138 cases)
HO 2	Number of homeless applications received	164	160	140	135	139	110	119	130
HO 3	Number of homeless applications accepted	85	80	75	71	34	29	30	45
HO 4	Deliver basic housing options awareness and homelessness prevention training to all council front-line services	N/A	N/A	Quarterly	Quarterly	N/A	N/A	Quarterly	Quarterly
HO 5	Deliver basic housing options awareness and homelessness prevention training to partner agencies including voluntary agencies	N/A	N/A	Quarterly	Quarterly	N/A	N/A	Quarterly	Quarterly

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PI	Measure	Outturn TWBC 2007/08	Outturn TWBC 2008/09	Target TWBC 2009/10	Target TWBC 2010/11	Outturn RDC 2007/08	Outturn RDC 2008/09	Target RDC 2009/10	Target RDC 2010/11
Local Money Performance Indicators (CABs)									
M 1	Number of clients engaged	N/A	N/A	400	400	N/A	N/A	400	400
M 3	Number of clients given advice on welfare benefits	N/A	N/A	250	250	N/A	N/A	250	250
M 4	Number of clients given advice on dealing with debt – general	N/A	N/A	250	250	N/A	N/A	250	250
M 5	Number of clients given advice on housing debt – mortgage arrears	N/A	N/A	25	25	N/A	N/A	25	25
M 6	Number of clients given advice on housing debt – rent arrears	N/A	N/A	250	250	N/A	N/A	250	250
M 7	Number of clients successful in increasing income through benefit take-up	N/A	N/A	75	75	N/A	N/A	75	75
M 8	Number of clients successful in increasing income through agreement of debt management plan with creditors	N/A	N/A	175	175	N/A	N/A	175	175

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PI	Measure	Outturn TWBC 2007/08	Outturn TWBC 2008/09	Target TWBC 2009/10	Target TWBC 2010/11	Outturn RDC 2007/08	Outturn RDC 2008/09	Target RDC 2009/10	Target RDC 2010/11
M 9	Number of clients in housing debt successful in agreement of debt management plan with creditors	N/A	N/A	175	175	N/A	N/A	175	175
M 10	Number of 'Better at Work' calculations completed	N/A	N/A	100	100	N/A	N/A	100	100
M 11	Housing debt advice clinics held	N/A	N/A	Weekly	Weekly	N/A	N/A	Weekly	Weekly
FROM THE ABOVE TARGETS, THE FOLLOWING TARGET GROUPS SHOULD BE MET									
M 12	Number of clients in housing debt supported in avoiding possession action	N/A	N/A	75	75	N/A	N/A	75	75
M 13	Number of priority need clients in housing debt supported in avoiding possession action	N/A	N/A	25	25	N/A	N/A	25	25

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PI	Measure	Outturn TWBC 2007/08	Outturn TWBC 2008/09	Target TWBC 2009/10	Target TWBC 2010/11	Outturn RDC 2007/08	Outturn RDC 2008/09	Target RDC 2009/10	Target RDC 2010/11
Local Employment Performance Indicators (RBLI)									
E 1	Number of clients engaged	N/A	N/A	150	180	N/A	N/A	90	120
E 2	% of clients who have been recruited – completed a PPP supported into employment over the course of the project (cumulative)	N/A	N/A	10% (total 7)	30% (total 48)	N/A	N/A	10% (total 5)	30% (total 34)
E 3	Number of clients completing a personal progression plan (including work and training goals)	N/A	N/A	70	90	N/A	N/A	42	72
E 4	Number of 'Better at Work' calculations completed (one BOC per customer, additional BOC for job outcome) (minimum)	N/A	N/A	50	70	N/A	N/A	30	45
E 5	Group-focused activity held to enable interested customers to develop a greater knowledge about employment and training	N/A	N/A	Monthly	Monthly	N/A	N/A	Monthly	Monthly
E 6	Number of recruited clients engaging in a work focused and/or training activity	N/A	N/A	45	60	N/A	N/A	30	40

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PI	Measure	Outturn TWBC 2007/08	Outturn TWBC 2008/09	Target TWBC 2009/10	Target TWBC 2010/11	Outturn RDC 2007/08	Outturn RDC 2008/09	Target RDC 2009/10	Target RDC 2010/11
E 7	% of engaged clients referred onto vocational related funded training courses	N/A	N/A	50%	50%	N/A	N/A	50%	50%
E 8	% of recruited clients taking part in work placements and/or voluntary work	N/A	N/A	20% (total 14)	10% (total 9)	N/A	N/A	20% (total 9)	10% (total 7)
FROM THE ABOVE TARGETS, THE FOLLOWING TARGET GROUPS SHOULD BE MET									
E 9	% of engaged customers from disadvantaged groups (including Incapacity Benefit/Employment & Support Allowance claimants, lone parents, over 50's, long term unemployed)	N/A	N/A	100%	100%	N/A	N/A	100%	100%
E 10	Number of clients referred to business start-up support	N/A	N/A	5% (10 referrals)	5% (10 referrals)	N/A	N/A	5% (6 referrals)	5% (6 referrals)
Local Tackling Under-occupation Performance Indicators (TCHG/Rother Homes)									
TU 1	Number of clients assisted to down-size	N/A	N/A	TBA	TBA	N/A	N/A	TBA	TBA

APPENDIX 4 – Project Board Membership

Core Membership

David Crosby, Head of Housing & Health, Tunbridge Wells Borough Council
Anne Fennessy, Head of Housing, Rother District Council
Pi Townsend, Head of Bureaux, Tunbridge Wells & District CAB
Glen Jopson, Manager, Rother District CAB
Erika McGlone, Business Development Manager, Royal British Legion Industries
Jackie Sumner, Head of Community Investment, Town & Country Housing Group
Rebecca Algar, Welfare Benefits Advisor, Rother Homes

Wider Membership

Nick Saunders, Benefits Development Officer, Tunbridge Wells Borough Council
Pat Newell, Benefits Manager, Rother District Council
Daryl Jones, Economic Development and Business Liaison Officer, Tunbridge Wells Borough Council
Kim Christmas, Regeneration Officer, Rother District Council