

West London Enhanced Housing Options Kickstart Action Plan

Vision

All Housing Options staff across West London routinely think about employment and training as well as housing needs.

This will be a normal part of their role and form a core part of a housing related interview.

Objective 1

Reinforce and embed the culture change that HELP has driven.

Objective 2

Promote best practice and learning across the sub-region and beyond and develop links between different projects.

Introduction

This project will build upon the links created by the West London Housing Employment Link Project (HELP) between Housing Options services and Information, Advice and Guidance (IAG) providers. It will further develop referrals and links to employment and training across the sub-region.

It will reinforce and embed the culture change that HELP has driven. The vision is that all Housing Options staff will routinely think about employment and training as well as housing needs. This should be a normal part of their role and form a core part of a housing related interview.

The starting point of the project will be the independent evaluation of HELP, currently being carried out by Tank Consultants. The Project Manager will use the evaluation to develop and agree an action plan with each borough and the RSLs, covering training and support needs.

RSL staff managing temporary accommodation have been only minimally engaged with the project so far, despite the best efforts of the HELP team. 5 out of the 7 main RSLs have received training, but very few referrals have been made. The HELP Manager is currently engaging with the RSLs to provide some retraining, including use of the database. One of the key outcomes of the project will be that RSL staff will be fully engaged and making referrals.

The project will continue the work being done by HELP with IAG providers, so that they are fully aware of the barriers to employment facing homeless people and continue to engage with Housing.

The project will provide specialist training for trainers in each borough and the RSLs (team leaders and champions), as well as support and information for housing options staff across West London to help them to sell the benefits of training and employment to people in housing need.

Key indicators of success will be increases in the number of staff making referrals to IAG providers and the percentage of those referred that engage with the providers. Conversations about training and employment will be embedded in Housing Options teams processes.

It will also support boroughs to maximise opportunities for joint working in these areas, across both council and voluntary sector services. It will link with the Hammersmith & Fulham Enhanced Housing Options service to promote best practise within the sub-region and further afield.

It will also work closely with the Ealing-led, West London Working project, New Pathways to Work in West London. This project, which has just secured ESF Transnational Funding for 3 years has three strands. One of the strands builds on the work of HELP by extending the model to frontline housing management staff in RSLs and ALMOs. The EHO project will provide advice and guidance for this project.

Lead Officer – HELP Manager
Managed by West London Homelessness Strategy Delivery Manager
Reporting to WL HELP Steering Group, WL Homelessness Group and WL Housing Directors Group
Lead Borough - Ealing

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Objective 1

Reinforce and embed the culture change that HELP has driven.

PI Ref	Action/s <i>Specific Tasks</i>	Start Date	End Date	Lead Officer	Resources	Milestones	Outcome(s)	Progress
	1.1 Assess boroughs' needs	March 2009	April 2009	Tank Consultants	HELP Grant		Gap analysis of training & support needs & barriers	
	1.2 Assess boroughs strategic position	March 2009	April 2009	Tank Consultants	HELP Grant		Understanding of boroughs' strategic position on HELP	
	1.3 Assess IAG Providers performance and needs	March 2009	April 2009	Tank Consultants	HELP Grant		Gap analysis including training needs	

1	1.4 Audit information and leaflets available at Housing Options Services and IAG Providers and ensure they all have supplies of relevant leaflets and information from Children's Information Service, Job Centre+ etc.	June 2009	July 2009	Project Manager	HELP Grant	<p>Visit boroughs; audit information / leaflets</p> <p>Visit IAG providers; audit information / leaflets</p> <p>Fill information & leaflet gaps in boroughs & IAG providers</p>	<p>All boroughs visited Information gaps identified</p> <p>Information gaps identified</p> <p>Borough Housing Options services and IAG Providers will be fully stocked with the information they need to sell the benefits of training and employment</p>	
2	1.5 Develop and agree an action plan for each borough, covering training and support needs, based on the outcomes of the HELP evaluation and the boroughs strategic direction.	June 2009	July 2009	Project Manager		<p>Design & agree action plan for each borough, including IAG providers</p> <p>Design & agree action plan for RSLs</p>	<p>Agreed action plans for each borough to fill gaps identified by HELP evaluation</p>	

3	<p>1.6</p> <p>Design and carry out a programme of training the trainers in each borough, training managers, team leaders and HELP Champions, to enable them to train front-line staff. The programme will be designed based on the needs of individual boroughs; however the broad aims across all boroughs will be to help staff sell the benefits of training and employment. Content will include information about welfare benefits, better off in work calculations, access to child care and other services that will help people get back to work.</p>	Aug.2009	Oct. 2009	Project Manager	HELP Grant / EHO Grant	<p>Design and develop training courses for boroughs</p> <p>Initial training courses delivered in all boroughs by October 2009</p>	Managers, team leaders and HELP Champions will be ready to deliver courses to front - line staff to help them sell the benefits of training and employment to their customers	
	<p>1.7</p> <p>Support boroughs to roll out the training to front-line staff, audit and evaluate the training and carry out follow-up training.</p>	Oct.2009	March 2011	Project Manager	EHO Grant	<p>Initial audit/evaluation by Jan.2010, to include monitoring referrals / outcomes</p> <p>Follow-up courses / events in each borough every 6 months</p> <p>Further audits/evaluations following further courses</p>	<p>Housing Options managers will have delivered training to their staff and this will be embedded as part of their roles.</p> <p>Conversations about training and employment will be embedded in Housing Options teams processes</p>	

4	1.8 Run workshops for IAG providers to meet any gaps identified e.g. awareness of issues for homeless households & access to childcare	Oct.2009	Nov.2010	Project Manager	EHO Grant	Initial workshop delivered by Nov. 2009 Follow-up workshop by May 2010 Further workshop by Nov. 2010	IAG Providers will have a good understanding of the issues facing homeless households, access to childcare etc.	
	1.9 Identify the need for, co-ordinate and facilitate a programme of surgeries at Housing Options Services targeted at single parents, for example, on changes to welfare benefits. These surgeries could be run in-house, by Housing Benefits, IAG Providers or by agencies such as Job Centre Plus	Aug.2009	March 2011	Project Manager	EHO Grant Borough / partner resources	Programmes agreed with boroughs by Sept.2009 1 st programme delivered by March 2010 Programme evaluated by April 2 nd programme deigned and delivered	Customers of Housing Options Services will he a better understanding of changes in welfare benefits	
	1.10 Assess RSLs needs, including audit of information and leaflets	Dec.2009	Jan.2010	Project Manager	EHO Grant		Gap analysis of information, training & support needs & barriers	
	1.11 Design and agree action plan for RSLs	Jan.2010	Feb.2010	Project Manager	EHO Grant		Action plan for RSLs to fill gaps identified	
	1.12 Fill information gaps at RSLs	Jan.2010	Feb.2010	Project Manager	EHO Grant / RSL resources		RSLs to have full stock of leaflets & information	
	1.13 Design & develop training course for RSLs	Feb.2010	March 2010	Project Manager	EHO Grant		Course designed	

5	1.14 Deliver training courses for RSLs	April 2010	March 2011	Project Manager	EHO Grant / RSL resources	Initial course delivered by April 2010 Follow-up course delivered by Oct.2010 Further course by March 2011	RSL managers and champions will ready to deliver courses to front - line staff to help them sell the benefits of training and employment to their customers	
	1.15 Audit and evaluate training delivered by RSLs	August 2010	March 2011	Project Manager	EHO Grant	Initial audit by August 2010, to include monitoring referrals / outcomes	RSL managers will have delivered training to their staff and this will be embedded as part of their roles. Conversations about training and employment will be embedded in RSL temporary accommodation teams' processes	

Objective 2

Promote best practice and learning across the sub-region and beyond and develop links between different projects.

PI Ref	Action/s Specific Tasks	Start Date	End Date	Lead Officer	Resources	Milestones	Outcome(s)
6	2.1 Work with boroughs to set up and run multi-agency steering groups to monitor and develop HELP and other employment and training initiatives for housing customers, including Off the Streets and into Work's "Work for Homeless Households" Project .	March 2009	March 2011	Project Manager	HELP Grant	Steering groups established in all boroughs by Sept. 2009 Regular meetings maintained to monitor and co-ordinate activity	Boroughs will have established regular Steering Groups co-ordinating the delivery of housing / worklessness initiatives, including extension of HELP mode to housing management through West London Working ESF Transnational Project, OSW's Work for Homeless Households & the INCOME Project.
7	2.2 Co-ordinate at least two sub-regional events per year, bringing together boroughs, RSLs, IAG providers, Job Centre Plus and other agencies to improve joint working. This will include an annual conference organised jointly with the LBHF Enhanced Housing Options Project Manager	Aug.2009	March 2011	LBHF EHO Project Manager/ Project Manager	EHO Grant Borough / partner resources	Organise 1 st event by October 2009; hold it in Nov. 2 nd event by May 2010 3 rd event by Nov.2010 4 th event by March 2011	Improved joint working between partners
	2.3 Take part in Enhanced Housing Options Roadshow with LBHF, visiting boroughs within the sub-region	June 2009	March 2011	LBHF EHO Project Manager/ Project Manager	EHO Grant		Boroughs' housing options services will develop enhancements
	2.4 Promote the learning from HELP by speaking at conferences, boroughs and RSLs outside the sub-region	Apr.2009	March 2011	Project Manager	EHO Grant		Experience and good practise will be spread

	2.5 Advise and guide New Pathways to Work in West London project in rolling out HELP model to housing management and other front-line teams across West London	Apr.2009	March 2011	Project Manager	ESF Transnational Funding		HELP model will be extended to ALMOs and RSL staff managing permanent social rented housing and other front-line services
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Measuring Success

PIs have been set to measure outputs and outcomes. They cover direct outputs that will be delivered by the Project Manager, such as action plans, training courses, IAG provider workshops and sub-regional events. They also cover improvements in performance by boroughs and RSLs, in terms of the breadth, quality and quantity of referrals. Key outcomes will be to increase the number of staff making referrals and the quality of those referrals i.e. the percentage of those who actively engage with the IAG providers. PIs will also measure the extent to which the database is used. Baseline performance is derived from the database. IAG providers are not all recording appointments on the database, so part of the improvements in performance will be due to better use of the database.

West London Enhanced Housing Options Performance Indicators

Obj	PI	Measure	Baseline Performance	Target	Target 2010/11	Quarterly Actuals				Comments on Progress
			2008/9	2009/10		Q1	Q2	Q3	Q4	
1.4	1	Housing Options services fully stocked with information they need to sell the benefits of training & employment		7	7					
1.5	2	Borough action plans agreed		7						
1.6	3	Training the trainer courses delivered to boroughs		7	14					
1.8	4	Workshops run for IAG providers		1	2					
1.14	5	Training the trainer courses delivered to RSLs		1	2					
2.1	6	Boroughs in which regular steering groups have been established to co-ordinate delivery of housing / worklessness initiatives	3	7	7					
2.2	7	Sub-regional events held	1	2	2					
	8	Borough staff making referrals to the IAG Providers	153 of 300 trained (51%)	225	300					
	9	RSL staff making referrals to the IAG providers	1 out of 50	30	50					
	10	Borough customers recorded on the database as interested in training & employment	976	1500	2000					
	11	RSL customers recorded on the database as interested in training & employment	2	180	480					
	12	% of customers who say they are interested in training and employment who are recorded on the database as having been referred to an IAG Provider	490 of 976 (50%)	75%	100%					
	13	% of customers who say they are interested in training & employment recorded on the database as having attended an appointment with an IAG provider	85 of 890 (10%)	50%	75%					

Budget

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Expenditure

	Year 1	Year 2	
Project manager	53736	55348	Includes oncosts+3% rise in yr 2
Office accommodation	750	750	
Room/venue Hire	1800	3400	
Travel (PM)	£750	750	
Refreshments	750	1200	
Marketing/printing	1000	1000	
Database enhancements	3000	3000	
Database helpdesk	1000	1000	
Mobile phone	420	420	
Conference fees	200	200	
Training & development	300	300	
Stationery & postage	200	200	
Total expenditure	63906	67568	

Income

Surplus carried forward		2169
Presentations and speaking fees	1000	1000
Room hire contributions from boroughs	1000	1000
Office accomodation (Ealing)	750	750

Grant funding

EHO Kickstart	40000	40000
HELP surplus grant funding from April 09	23325	23325

Total income	66075	68244
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Surplus	2169	676
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