

# Enhanced Housing Options Trailblazers Programme Action planning Work Plan

2009 - 2011



## Document Information

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## Amendment Record

<b>Date</b>	<b>Issue No.</b>	<b>Section/Page</b>	<b>Details of Change</b>	<b>Authorised By:</b>
23-02-09	a	all	Draft first issue-S. Possingham	PMB
02-03-09	b	Targets	Second draft-S Possingham	
03-03-09	c	Targets and Misc	Third draft – Andrew Bebbington (collating various contributions)	
06-03-09	d	Operational Context, targets etc	Fourth draft-S Possingham	
31-03-09	e	Additions to actions, targets and resources	Fifth draft-S. Possingham	

## 1. Baseline Assessment for 2009/11 Plan

1.1 Team: Multi-agency Programme Management Board & Project Team

1.2 Trail Blazer and WNF Budget

Year 1:	Year 2:	Source
£130,000	£110,000	Communities and Local Government (CLG) via Enhanced Housing Options (EHO) Trailblazers Programme
£125,000	£125,000	Working Neighbourhoods Fund (WNF)

**Year 1 total: £255,000**

**Year 2 total: £235,000**

**Programme total: £490,000**

1.3 Team:

- Access to Housing Manager
- EHO Project Manager
- Designated EHO manager (Incommunities)
- Education, Employment and Training Manager-Learning services
- Designated Manager-West Yorks Probation service (Partnerships Manager)
- Designated Manager-Job Centre Plus
- Designated Manager-Supporting People

## 2. Vision

2.1 'We will:

- deliver an extended housing options advice service across the district from three centrally based 'hub' locations
- provide an holistic assessment of the wider needs of people accessing our services by developing open, productive and transparent relationships with our partners and service users
- improve partnership working particularly with those services which can offer employment support, training and education services for vulnerable households caught up in a low cycle of achievement
- effect long term change in our services with the aim of achieving the Council's long term goal to minimise homelessness and ensure stable homes for residents in the area

## 3. Objectives -

The overarching objectives of the EHO Trailblazers and WNF programme cover three main strategic work streams these are:

### Housing services

Developing our Housing Options service, offering earlier intervention, new housing pathways, opening up new housing options (private sector/supported accommodation etc) and working towards tenancy sustainment

## **People and Skills**

Preparing service users for life and work, offering a wider range of services from one contact point and joining up training, education and employment support work with housing solutions

## **Access and Place**

Recognition of the need to ensure support systems for vulnerable people are accessible and immediate; including health/treatment agencies, money and debt advice, developing the local choice based lettings service to encompass a wider range of services and improving customers experience overall

To realise the above the EHO Trailblazers will:

- 3.1 Co-ordinate and improve access to advice and information on housing options.
- 3.2 Ensure earlier intervention in homelessness 'cycles' for the individual with the emphasis on prevention
- 3.3 Work in partnership to ensure that housing options service users are offered timely information and advice on education, training and employment opportunities and practical assistance.
- 3.4 In partnership with our Housing Options provider (Incommunities) to integrate housing options with their existing employment support systems Open Field.
- 3.5 To support an increase in supported employment training programmes for those most 'excluded groups' in partnership with the local Business in Action on Homelessness service (BAOH)
- 3.6 In partnership with Incommunities to establish a new Housing Options toolkit and assessment planning system to facilitate housing access pathways for service users
- 3.7 Undertake a formal research programme to identify the main causes of repeat homelessness presentations to improve services offered to vulnerable households and tenancy retention.
- 3.8 Develop a street outreach programme to make contact with and support 'excluded' groups such as rough sleepers and those with complex and multiple needs with a view to developing & supporting services which meet their needs more effectively.
- 3.9 Working in partnership with West Yorks Probation Service develop appropriate and timely housing options services for delivery along side the existing employment and training support services offered from their Shipley based 'hub'.
- 3.10 Working in partnership with tPCT commissioning services and West Yorks Probation Service develop the 'Drug Systems Change' pilot to encapsulate drug and alcohol commissioning services, criminal justice services, EHO housing options and employment support
- 3.11 working in partnership with Bradford Education, Incommunities and Learning services to develop modules within the PSE national curriculum regarding worklessness and housing/homelessness for delivery within all primary schools across the district

- 3.12 Development of tenancy ready frameworks and for tenancy sustainment training for vulnerable people 'moving on' into independence
- 3.13 Introduce robust and clear monitoring tools to measure performance and inform planning.

## **4. Operational Context**

- 4.1 Baseline housing options services in Bradford are delivered by Incommunities the original LSVT authority created in the district via a stock transfer vote in February 2003. A public procurement exercise has just been completed that has identified Incommunities as the provider of these for a period of up to 5 years (3year contract open to extension for the further 2 years post service review). Incommunities will be providing the following services:
  - I. housing options (housing advice, assessment under relevant housing and homelessness legislation, wider housing options)
  - II. choice based lettings (CBL) and social housing allocations services (internet based CBL currently operating in partnership with main RSL's in the area)
  - III. disabled person's housing service (DPHS)
- 4.2 These three services form the core of the homeless service across the area, supporting housing access for vulnerable people and those who are homeless and/or threatened with homelessness.  
They incorporate the new guidance on the delivery of homelessness services from CLG and the preventative agenda including home visiting, mediation, landlord and tenant support and wider housing options such as access to the private sector, mortgage rescue and shared ownership.
- 4.3 Bradford was identified by CLG in 2007/8 as an Overcrowding Pathfinder pilot. This work has developed well, exploring the interrelationships between homelessness, overcrowding and under-occupation. The Overcrowding strategy outlines our actions in this field for the next few years in more detail.
- 4.4 The EHO Trailblazers and WNF programmes will be used to enhance and develop these existing services, widening out their scope, building on positive existing partnerships and bringing new aspects of homelessness and worklessness agendas together.  
The action plans reflect the additional and complimentary work which will provide 'added value' through the investment of both the EHO Trailblazers and WNF programmes.
- 4.5 As the provider of the baseline services, Incommunities is a key partner in the attached action plan, as are the department of work and pensions (DWP) locally, key Bradford Council departments such as Regeneration and Children and Young People's services and the wider network of organisations in the district, many of whom are from the not-for-profit sector which fit together to provide services for our client group.

## **5. Links to related Strategies and Plans**

- 5.1 Regeneration/Housing Services Plan 2010/11
  - 5.1.1 This work plan feeds into the overall work plan for the Regeneration Directorate and specifically into the plans for Housing services. One overarching objective of these plans is to develop a service that is regarded as a 'Centre of Excellence' in terms of customer access and experience We will achieve this by:-

- i. Ensuring services are targeted at the people most in need of them.
- ii. Ensuring all services are customer focused and streamlined, delivered from the right location.
- iii. Bringing all partners together to make the best use of the district's resources for vulnerable people.

## 5.2 Bradford Council Homelessness Strategy 2008-2010

5.2.1 The plan will contribute to the overall aim of the Homelessness Strategy of preventing homelessness and addressing housing need through housing options.

This will be achieved by a more pro-active preventative approach towards homelessness through the delivery of an enhanced housing options service which promotes progress and independence and which is tailored to people's individual needs and circumstances.

## 5.3 It will link into the main Homelessness Strategic themes:-

- i. Housing supply
- ii. Quality
- iii. Vulnerable people and services

## 5.4 Bradford Council's Corporate Plan 2007-2010 'Citizen's First:-

5.4.1 The Corporate Plan lays out the Council's strategic vision for the district. 'within 5 years we aim to be one of the UK's top performing Local Authorities, recognised by the district's residents for excellence in the way we perform, and recognised by all for having led the district' regeneration. The core values which underpin this vision are:

Putting customers first  
Service the whole of district  
Acting with integrity  
Valuing people  
Continuous improvement and innovation

5.4.2 One of the key ways of achieving our vision is through 'creating a more prosperous district' one in which we will:

Enhance the skill levels and job readiness of local people  
Assist over 1000 people into employment through a range of tailored activities  
Develop a range of actions to reduce overall worklessness across the district  
Develop our local enterprise growth initiative to support new business  
Develop our 'master planning' in key regeneration areas including housing and economic development

5.4.3 And Creating 'Healthier communities and choice for vulnerable people' in which we will:  
Reduce the amount of time spent in temporary accommodation settings for vulnerable homeless people and families  
Support vulnerable people to remain within their own homes via the delivery of intensive support packages

## **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. Undertaking research into 'repeat homelessness' and the development of street outreach work to better understand the needs of those most excluded from services and who often find themselves rough sleeping and/or sofa surfing
- II. Using outcomes from the above inform the establishment of appropriate service responses via the EHO Trailblazer programme.
- III. The development of a new housing pathways toolkit which will support needs' identification for service users including access to health and housing support services
- IV. Joint working with West Yorks Probation & Supporting People to tackle exclusions and access to supported housing solutions
- V. Better joined up and effective services for the most excluded through enhanced partnership working.





## 7 Performance Indicators

Key:

NI: National Indicator  
LAA: Local Area Agreement Indicator  
LI - HOS: Housing Options Indicator  
LI - EI: Employment Indicator  
LI - ETI: Education & Training Indicator

NI	PI	Measure	Baseline where known	Target (2 year)	Quarterly data			
NI	141	Percentage of people achieving independent living	Baseline (2006/7) 67.5	Target 75				
NI	153	Working age claiming out of work benefits in the worst performing neighbourhoods-	Baseline 32.1%	Reduction by 2010 of 5%				
NI	16	Reduce overall levels of crime if the district	Baseline 25.17 (2007/8)	Reduced over two years to 23.54 in 2010				
NI	30	Reduce levels of re-offending	Baseline will be set later in 2009/10	Reduce by 17%				
LA A	PI	Measure	Baseline where known	Target (2 year)	Quarterly data			
LAA	41.2	Number of people in receipt of Employment Support Allowance/Incapacity Benefit assisted into sustained employment	Base line 53	Target in 2008/9 53 Target in 2009/10 60				
LAA	41.3	Number of young men 18-24 helped into sustained employment	Baseline 460	Target for 2008/9 680 Target 2009/10 780				
LAA	2.1c	Percentage of young offenders on community sentences who re-offend in 12 months	Baseline 73.74%	Target 2009/2010 67%				
LAA	2.1d	Percentage of young offenders on custodial sentences who re-offend in 12 months	Baseline 81.82%	Target 2009/2010 76%				

L	Objective <i>Housing</i>	Measure	Baseline where known	Target (annual)	Quarterly data			
L		Production of research reports (repeat homelessness)		Interim report- June 2009 Final report September 2009				
L		Reduction in overall homelessness presentations	Baseline: 07/08: 2080	Reduction by 30%				
		Increase in planned moves		Increase by 30%				
		Reduction in TA usage	Baseline as at March 2009 55	35 by 2010				
L	183a/b	Reduction in length of stay in TA	Baseline: 07/08 Q3: 6.5 weeks.	Reduction of 30%				
		Elimination of use of B&B for 16/17's	0	0				
L		Reduction in homelessness acceptances	Baseline: 07/08: 837	Reduction of 30%				
L		Reduction in repeat presentations	2008/09 Baseline 3	30%				
L		Reduction in loss of AST as cause of homelessness (13%) of overall (2008/9)	Baseline 07/08: 133	Reduction of 15% year 1				
L		Percentage of customers rating service as good or acceptable-	Baseline to be established in 2009/2010	Improvement 20% increase in rating 'good' in Year 2				
L		Numbers of clients engaged via housing options	Base line 2008/9 4,000	Year 1- 4500				
L		Number of clients access pre-tenancy training	0	20 per year 40 in total				
L		Number of overcrowded households in RSL tenure across district	Baseline 2500 (2008/9)	10% dealt with in year 1				
L		Number of under-occupied households in RSL tenure	Baseline 471 (2008/9)	Re-house 80 under-occupying RSL tenants				
L		Number of people accepted as	Baseline 2008/09	Reduction in 10%				

		homelessness due to repossession	13	year 2				
<b>L</b>	<b>Objective People and Skills</b>	<b>Measure</b>	<b>Baseline where known</b>	<b>Target (annual)</b>	<b>Quarterly data</b>			
L		Numbers completing a work focused activity	0	1000 Year 1 1000 year 2				
L		Of these numbers completing a CV or ROA		200				
L		Of these numbers completing a training action plan		50				
L		Of these numbers completing a training focused activity		50				
L		Number of clients completing intensive employment support programme		30 year 1 40 year 2				
		Of these numbers of supported employment placements moving into permanent employment		2				
L		Number of employers actively engaged with the EHO programme		50				
L		Number moving into training / employment (literacy and numeracy training services)		Year 1-50 Year 2-75				
L		Number of clients seeking mortgage advice	Baseline to be set 2009/10	Reductions due to advice sought- 10%				
		Numbers of people engaged via street outreach service	Baseline to be set year 1 (informed by	20% reduction in those sleeping rough/roofless in				

			counts & research) Up to 50 in year 2	year 2				
<b>L</b>	<b>Objective Access and Place</b>	<b>Measure</b>	<b>Baseline where known</b>	<b>Target (annual)</b>	<b>Quarterly data</b>			
L		Number of schools engaged with PSE curriculum		Year 1-Pilot-10 Roll out year 2 280				
L		Numbers of partners operating from Hub services (Bradford & Keighley)		Year 1- 4 Year 2 -5				
L		Number of Housing Options interviews conducted from Probation 'hub' in Shipley		500				
L		Reduction in repeat offending	NI030 – available later as 08/09 first year of collection	8.5%				

Priority 1=High 2= Med 3 =Low	Theme	Objective	Action/s Specific Tasks	Time Frame	Resources Needed	Lead Involved	Outcomes
1	<b>Housing</b>	Prevention and increasing knowledge	<ul style="list-style-type: none"> <li>Develop &amp; conduct research into main causes of repeat homelessness and needs of 'core' cohorts presenting as homelessness</li> </ul>	Research brief completed April 2009-02-26 interim report June 2009 Final report September 2009	£30,000 TB Officer time Partners time (appointment of consultants, steering group meetings etc)	EHO Project Manager Housing Strategy Research Officer	<ul style="list-style-type: none"> <li>Information to inform service solutions and developments</li> <li>Reductions in repeat presentations</li> <li>Reduction in service duplications &amp; more focussed service responses</li> <li>Impacts on EHO action planning year 2</li> <li>Involvement of partners and service users in development and delivery</li> <li>Identification of economic impacts</li> </ul>
2	<b>Housing</b>	Prevention and increasing knowledge	<ul style="list-style-type: none"> <li>Devise Marketing Strategy &amp; undertake customer profiling exercise</li> <li>Work with Incommunities to develop appropriate database</li> <li>Work with marketing units to look at publicity and media systems most appropriate to advertise new services</li> </ul>	Phase 1 : July 2009	Officer time Access to marketing & publicity specialists £20,000 EX/TB/WNF	Housing Options Manager  Local Authority EHO Project Manager	<ul style="list-style-type: none"> <li>Better public access &amp; awareness of Housing Options</li> <li>Overt publicity in public places-local bus and train terminals</li> <li>Use of innovative media (text messaging) increase in awareness of service</li> <li>Increased access (rise in customer numbers)</li> <li>Reduction in homelessness.</li> <li>Greater efficiency of resources.</li> <li>Improved working relationships with internal / external partners.</li> </ul>
			<ul style="list-style-type: none"> <li>Develop publicity and information in formats most appropriate for service users to advertise new services</li> </ul>	Phase 2: September-November 2010	Same as above		<ul style="list-style-type: none"> <li>Wide range of measures to ensure the public, practitioners and commissioners are aware of services, training and referral options.1</li> </ul>
3	<b>Housing</b>	Support systems	<ul style="list-style-type: none"> <li>Set up monitoring systems to 'track' referrals and associated support needs</li> <li>Investigate what is available on the market e.g. Megaplexus?</li> </ul>	Methodology using 'snapshot' initially June 2009 onwards	Officer time £7,000 EX	Housing Options Manager	<ul style="list-style-type: none"> <li>Better information for development of access systems via CBL for supported housing providers</li> <li>Identification of gaps in market</li> <li>Increase in NI141 no. of planned moves</li> <li>Clarity regarding possible gaps and</li> </ul>

Priority 1=High 2= Med 3 =Low	Theme	Objective	Action/s Specific Tasks	Time Frame	Resources Needed	Lead Involved	Outcomes
			<ul style="list-style-type: none"> <li>Discuss tracking needs with ITC departments regarding appropriate systems-April/May 2009</li> <li>Development of new package-September 2009</li> </ul>				support needs to be fed into SP service review in April 2010 <ul style="list-style-type: none"> <li>Evidence based data that will assist in measuring service effectiveness.</li> <li>Performance monitoring to inform current and future planning.</li> <li>Poor performance quickly identified ensuring speedy / timely interventions.</li> </ul>
1	Housing	Prevention and increasing knowledge	<ul style="list-style-type: none"> <li>Develop landlord and tenant services within Housing Options package</li> <li>Work with private sector housing, Housing Options manager and rent guarantee service to develop package-May 2009</li> <li>Roll out of products across services-June 2009</li> <li>Review services-Oct/Nov 2009</li> </ul>	June 2009	Officer time £10,000 TB	Housing Options Manager Rent Guarantee service manager	<ul style="list-style-type: none"> <li>Wider range of housing options offered</li> <li>Widening out of accessibility across areas in district</li> <li>Increased planned move on from supported accommodation-reference to Move-on strategy</li> </ul>
			<ul style="list-style-type: none"> <li>Development of landlords forum</li> <li>Initial discussions-May 2009</li> <li>First meetings scheduled July 2009</li> <li>Discussions with landlords to inform training needs July/August 2009</li> </ul>	April-August 2009	Officer time EX	Rent Guarantee service manager Council's Private sector housing (PSH)	<ul style="list-style-type: none"> <li>Reduced number of tenancy breakdowns through the flow of relevant, specific and timely information.</li> <li>Developed working relationships with PSH</li> </ul>
			<ul style="list-style-type: none"> <li>Development of good practise and basic tenancy training packages for landlords</li> </ul>	Sept-October 2009	Officer time £5,000 TB & EX	Rent Guarantee service manager Council's Private sector housing	<ul style="list-style-type: none"> <li>Subsequent reduction in homelessness acceptances due to AST breakdown</li> <li>Stimulation of economic environment via sustainable private sector tenancies</li> </ul>

Priority 1=High 2= Med 3 =Low	Theme	Objective	Action/s Specific Tasks	Time Frame	Resources Needed	Lead Involved	Outcomes
2	<b>Housing</b>	Prevention and Knowledge	<ul style="list-style-type: none"> <li>Development of mediation services for young people and incorporation into Tcoy young person's tailored services</li> </ul>	Mediation services already operating, incorporation into Tcoy August 2009	Officer time £35,000 EX £5,000 TB	Housing Options Manager Tcoy manager	<ul style="list-style-type: none"> <li>Increase in planned move on from supported accommodation</li> <li>Reduction in B&amp;B usage and planned move on from family/friends settings</li> <li>Reduction in under 25's homelessness presentations</li> <li>Increase in home visits to people at risk of homelessness</li> </ul>
2	<b>Housing</b>	Finding a home	<ul style="list-style-type: none"> <li>Development of private sector tenancy market and incorporation into CBL systems (opening up of service to wider sections of community)</li> </ul>	September to December 2009	Officer time £40,000 EX HG WNF	Rent Guarantee service manager  CBL systems manager	<ul style="list-style-type: none"> <li>Development of wider range of housing options for those in housing need</li> <li>Reduction in homelessness presentations and acceptances</li> <li>Reduction in overcrowding as cause of homelessness</li> <li>Reductions in repeat homelessness</li> <li>Increase in access to Rent Guarantee service tenancies -100 units over two years</li> </ul>
2	<b>Housing</b>	Finding a home	<ul style="list-style-type: none"> <li>Development of tenancy ready framework and supported move on</li> </ul>	June to September 2009		Supported Housing co-ordinator	<ul style="list-style-type: none"> <li>Reduction in tenancy breakdown</li> <li>Increase in planned move on &amp; resettlement (NI 141)</li> <li>Inter-relationship between Move on Strategy &amp; TA strategy</li> </ul>
1	<b>Housing</b>	Support systems	<ul style="list-style-type: none"> <li>Develop housing pathways assessment tool</li> </ul>	June-September 2009	Officer time £40,000 TB	Housing Options Manager EHO Project Manager	<ul style="list-style-type: none"> <li>Enquiry resolution at first point of contact</li> <li>Implementation of triage systems</li> <li>Clear and easily accessible referral pathways.</li> <li>Structured referral pathways to wider services</li> <li>increase in prevention cases</li> <li>Increase in access to housing support systems</li> </ul>
3	<b>Housing</b>	Support systems	<ul style="list-style-type: none"> <li>Development of tailored housing options services</li> </ul>	June 2009 implementati	Officer time EX	Housing Options Manager	<ul style="list-style-type: none"> <li>In depth knowledge of services and ongoing developments.</li> </ul>

Priority 1=High 2= Med 3 =Low	Theme	Objective	Action/s Specific Tasks	Time Frame	Resources Needed	Lead Involved	Outcomes
			for young people including develop and implement transparent joint protocols / procedures	on of new revised YP protocol  August 2009 for new dedicated TP team			<ul style="list-style-type: none"> <li>Strong, robust working relationships.</li> <li>Reduction in replication / increased capacity.</li> <li>Pooling of resources.</li> <li>Greater accessibility to services</li> <li>Range of housing options, which promote progress and independence through genuine opportunity for, young people.</li> <li>Establish strong community links with relevant professionals</li> <li>Target / link with existing young people's services</li> </ul>
			<ul style="list-style-type: none"> <li>Development of tailored housing options services for those with mental health &amp; complex needs</li> <li>Appointment of service manager and staff June</li> <li>"Bed down" and fully implement existing protocol</li> </ul>	Appointment of mental health and housing team by June 2009  Implementation of formal protocol by September 2009	Officer time £125,000 SPG EX	Housing Options Manager Access to Housing manager	<ul style="list-style-type: none"> <li>In depth knowledge of services and ongoing developments.</li> <li>Strong, robust working relationships.</li> <li>Reduction in replication / increased capacity.</li> <li>Pooling of resources.</li> <li>Establish strong community links with relevant professionals</li> <li>Target / link with existing relevant services-Care Trust/Treatment agencies</li> <li>Greater accessibility to services</li> </ul>
	<b>Housing</b>	Support systems	<ul style="list-style-type: none"> <li>Development of appropriate mortgage rescue and support systems into Housing Options</li> <li>Work with West Yorkshire Housing Partnership and other partners to identify particular scheme needs of Bradford district</li> <li>Distribution of clear</li> </ul>	Information development by June 2009  Mortgage rescue scheme by July-August 2009	Officer time Capital/ publicity support costs £30,000 TB/WNF	Access to Housing manager Advice agencies Housing Options Manager	<ul style="list-style-type: none"> <li>Increase in range of options offered via Housing Options service</li> <li>Inclusion of housing advice and mortgage rescue in services offered to companies on sudden closure</li> <li>Reduction in homelessness presentations</li> <li>Reduction in numbers of home owners being repossessed</li> </ul>



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			information to home owners on the operation of the scheme and in particular debt advice available				
2	<b>People and Skills</b>	Support systems	<ul style="list-style-type: none"> <li>Provision of basic training-numeracy and literacy for vulnerable service users</li> <li>Agree commission- June 2009</li> <li>Invite bids-appoint provider-for September 2009 start</li> </ul>	Programme starting September 2009	£30,000 TB & WNF	EHO Project Manger	<ul style="list-style-type: none"> <li>Development of self confidence and self esteem</li> <li>Development of life skills, budgeting skills and links to tenancy ready framework</li> </ul>
1	<b>People and Skills</b>	Employment support	<ul style="list-style-type: none"> <li>Supporting service users to develop employment skills-combination of : <ul style="list-style-type: none"> <li>Individuals upskilled</li> <li>Personal action plans</li> <li>People accessing support for CV's etc and IAG (information and advice)</li> </ul> </li> </ul>	Annually from October 2009 onwards year 1  Year 2	£200,000 EX/WNF	Housing Options Manager  Jobs@	<ul style="list-style-type: none"> <li>1000 per year will receive support in confidence building and access to training opportunities etc</li> <li>Reduction in overall homelessness presentations</li> <li>Linkages to Probation 'hub' service (Shipley)</li> <li>Incommunities-Open Field development</li> </ul>
1	<b>People and Skills</b>	Employment support	<ul style="list-style-type: none"> <li>Supporting service users to access employment</li> <li>Train staff in support systems-June/July 2009-needs to dovetail with assessment tool timetable for implementation</li> </ul>	Year 1	See above	Housing Options Manager  Jobs@	<ul style="list-style-type: none"> <li>200 'customers' per year move onto more intensive employment support programmes</li> <li>40 'customers' per year access these services and then achieve sustainable employment (both 16+ and under 16 hours/week)</li> <li>40 per year will go from employment support onto further education/training</li> <li>25% of NEET 16-25s accessing services achieve employment, education or training</li> <li>Reduction on reliance on benefits</li> <li>Reduction in overall homelessness</li> </ul>

Priority 1=High 2= Med 3 =Low	Theme	Objective	Action/s Specific Tasks	Time Frame	Resources Needed	Lead Involved	Outcomes
							presentations
1	<b>People &amp; Skills</b>	Employment support	<ul style="list-style-type: none"> <li>Engagement with employers via placements, training, awareness raising, business development etc (small businesses)</li> </ul>	Year 1-start-May 2009 Annually	Officer time £30,000 WNF/TB	Economic development  EHO Project Manager	<ul style="list-style-type: none"> <li>Engagement with 50 businesses each year (25 in first year)</li> <li>Development of business activities and support during economic downturn</li> <li>Awareness raising on housing and homelessness</li> <li>Inclusion of mortgage rescue and housing advice in smaller company closure advice surgeries provided by Council services (cannot be pre-set dictated by economic markets)</li> </ul>
1	<b>Peoples &amp; Skills</b>	Employment support	<ul style="list-style-type: none"> <li>Engagement with employers via placements, training, awareness raising, business development etc ( larger organisations-tPCT etc)</li> </ul>	Year 1 start-May 2009 annually	See above	Economic development  EHO Project Manager	<ul style="list-style-type: none"> <li>Full placement services 2 per year</li> <li>Development of business activities and support during economic downturn</li> <li>Awareness raising on housing and homelessness</li> <li>Inclusion of mortgage rescue and housing advice in large scale company closure advice surgeries provided by Council services (cannot be pre-set dictated by economic markets)</li> </ul>
2	<b>People &amp; Skills</b>	Hard to reach support	<ul style="list-style-type: none"> <li>Develop street outreach service for 'excluded groups'</li> <li>Identification of needs base and 'gaps' in services</li> </ul>	Dev plans May 2009  Commission service July/August 2009	£70,000 TB/HG/SPG	EHO Project Manager	<ul style="list-style-type: none"> <li>Set base line in year 1 thereafter accessing up to 50 people annually to assess needs</li> <li>Access to supported housing units and floating support</li> <li>Tenancy stability and reduction in homelessness presentations</li> <li>Access to specialist agencies-drug/alcohol treatment, mental health services etc</li> <li>Linkages to research outcomes in Year 1</li> </ul>
2	<b>People and</b>	Hard to reach support	<ul style="list-style-type: none"> <li>Development of supported employment, training and placement</li> </ul>	Dev plans May 2009	£60-70,000 WNF/TB	EHO Project Manager BAOH programme	<ul style="list-style-type: none"> <li>Year 1 supported employment placements 20 in year 2 40</li> </ul>

Priority 1=High 2= Med 3 =Low	Theme	Objective	Action/s Specific Tasks	Time Frame	Resources Needed	Lead Involved	Outcomes
	<b>Skills</b>		services for long term homelessness <ul style="list-style-type: none"> <li>Commission/SLA developed in May 2009 appointment of provider July 2009</li> </ul>	Commission service Sept 2009			<ul style="list-style-type: none"> <li>Move to paid employment from placement annually 2 per year</li> <li>Increased self esteem/self confidence</li> <li>Increase in planned move on figures (NI 141)</li> </ul>
1	<b>Access and Place</b>	Development of CBL systems for housing and support	<ul style="list-style-type: none"> <li>Inclusion of SP service users directory in new CBL systems</li> </ul>	October 2009	£50,000 EX	CBL systems manager	<ul style="list-style-type: none"> <li>Simplified systems for service users access to supplementary services</li> <li>Percentage of Housing Options customers expressing satisfaction with services</li> <li>Tenancy sustainment in weeks/months</li> <li>Inclusion in Housing pathways assessment tool</li> <li>Inclusion of private sector property on CBL</li> <li>Linkages with neighbouring authorities CBL-Calderdale</li> </ul>
1	<b>Access and Place</b>	Partnerships	<ul style="list-style-type: none"> <li>Development of partnership surgery systems at Housing Options 'hubs'</li> </ul>	Bradford 'hub' August 2009	Officer time £50,000 TB £25,000 WNF EX	Housing Options Manager EHO Project Manager	<ul style="list-style-type: none"> <li>Access to employment/training advice from single point</li> <li>Access to welfare benefits from single point</li> <li>Access to health services (treatment agencies &amp; primary care) from single point</li> <li>Implantation of home visiting services across district</li> </ul>
1	<b>Access and Place</b>	Partnerships	<ul style="list-style-type: none"> <li>Development of housing options services from West Yorks Probation 'hub' in Shipley</li> </ul>	Shipley 'hub' September 2009	See above & Officer time EX	Housing Options Manager  West Yorkshire Probation partnership manager	<ul style="list-style-type: none"> <li>Access to housing options assessment at single point</li> <li>Interrelationship with employment advice systems in existing hub</li> <li>Reduction in offenders/ex-offenders presenting at alternative site</li> <li>Reduction in repeat homelessness presentations amongst specific client group</li> </ul>

Priority 1=High 2= Med 3 =Low	Theme	Objective	Action/s Specific Tasks	Time Frame	Resources Needed	Lead Involved	Outcomes
							<ul style="list-style-type: none"> <li>Housing options sessions with 4000 'customers' annually</li> <li>Implantation of home visiting services across district</li> <li>Development of formal protocols and relationships between criminal justice systems and Housing Options service</li> </ul>
1	<b>Access and Place</b>	Partnerships	<ul style="list-style-type: none"> <li>Development of 'hub' services in Keighley</li> <li>Move to Airewharfe offices-Aug 2009</li> <li>Integration of new team and partners in new offices</li> </ul>	September 2009	See above & Officer time EX	Housing Options Manager  West Yorkshire Probation	<ul style="list-style-type: none"> <li>Access to employment/training advice from single point</li> <li>Access to welfare benefits from single point</li> <li>Access to health services(treatment agencies &amp; primary care) from single point</li> <li>Implantation of home visiting services across district</li> </ul>
2	<b>Access and Place</b>	Partnerships	<ul style="list-style-type: none"> <li>Development of estate based employment support services and enterprise 'hubs'</li> <li>Employment training and support for estate based staff</li> </ul>	September 2009	Officer time Legi support EX £240,000 European funds WNF	Incommunities Business development Economic development	<ul style="list-style-type: none"> <li>Reduction in benefit claimants, in particular ICB</li> <li>Development of small enterprises and social enterprise start-ups</li> <li>Increase in skills and knowledge for staff and greater partnerships between specialist teams and estate based officers</li> </ul>

Priority 1=High 2= Med 3 =Low	Theme	Objective	Action/s Specific Tasks	Time Frame	Resources Needed	Lead Involved	Outcomes
1	<b>Access and place</b>	Partnerships	<ul style="list-style-type: none"> <li>Forge links with existing services - focusing on 'Worklessness'.</li> <li>Undertake an Audit of current training / employment opportunities available.</li> <li>Devise appropriate compendium of relevant courses /events.</li> <li>Market compendium.</li> <li>Identify and promote a range of community based social opportunities.</li> </ul>	June-July 2009	Officer time	EHO Project Manager Housing Options manager	<ul style="list-style-type: none"> <li>Increase in people working 16 hours or more and sustaining employment</li> <li>Increase in people working fewer than 16 hours and sustaining employment</li> <li>Increase of 200 in people in all sustainable employment</li> <li>Compendium of relevant employment, training and social opportunities</li> <li>Increased take up of training / employment in vulnerable households</li> <li>Improved access to personal developmental opportunities</li> <li>Improve Bradford's economic prosperity.</li> <li>Improving skill levels and educational achievement in Bradford</li> </ul>
1	<b>Access and place</b>	Partnerships	<ul style="list-style-type: none"> <li>Primary school PSE module –worklessness and homelessness</li> </ul>	Pilot September 2009  Phased in September 2010/2011	£50,000 TB & WNF	EHO Project Manager  Jobs@  Education Bradford	<ul style="list-style-type: none"> <li>10 schools for the pilot September 2009 - April 2010.</li> <li>Increased understanding of homelessness/worklessness issues in new generation</li> <li>Integration of these issues into PSE curriculum</li> </ul>

**Key:**

**TB**-Trailblazers

**PSH**-Private Sector Housing

**TA**-Temporary Accommodation

**SPG**-Supporting People Grant

**WNF**-Working Neighbourhoods Fund

**DWP**-Department of work and pensions

**WYP**-West Yorks Probation

**EX**-existing resources

**JCP**-Job Centre Plus

**HG**-Homelessness Grant