

Document Information

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Amendment Record

Date	Issue No.	Section/ Page	Details of Change	Authorised By:
01/12/08	a	all	Draft first issue	SW / JR
10/12/08	b	all	Draft second issue	SW/JR
15/01/09	c	all	Draft third issue	SW
12/02/09	e	6-7	Draft fourth issue	SW / JR
23/02/09	f	all	Draft Fifth Issue	SW / JR

1. Baseline Assessment for 2008/11 Team Plan

1.1 Team: Housing Solutions Team.

1.2 Budget: £320,000 over three years.

1.3 Team:

- Housing Solutions Coordinator
- Service Development Officer
- Training Solutions Officer
- Welfare Rights Officer
- Housing and Employment Link Support Worker
- Financial Officer

2. Vision

2.1 'We will:

- deliver housing solutions through an extended housing options advice service
- provide an holistic assessment of the wider causes of housing need by developing open and transparent relationships
- improve partnership working, embedding the development of a holistic approach to working with vulnerable households caught up in a low cycle of achievement
- escalate the systemic change already taking place across services with the aim of achieving the Council's long term plan to minimise homelessness in the town

3. Objectives - The Housing Solutions Service will:

3.1 Develop and implement a comprehensive Housing Solutions Team Induction / training programme.

3.2 Co-ordinate and improve access to advice and information on housing options.

3.3 Establish clear referral pathways and identify any gaps in relevant services in Blackpool.

3.4 Improve access to the wider services available to vulnerable households.

3.5 Ensure relevant protocols are in place with key agencies working with vulnerable groups who may have need of housing options services.

3.6 Develop a range of housing options which promote progress and independence through genuine opportunity for young people.

3.7 Work in partnership to ensure that housing options service users are offered timely information and advice on housing, education, training and employment opportunities and practical assistance.

- 3.8 Ensure service users are offered timely information, advice on finance and debt management;
- 3.9 Maximise benefit awareness for service users, particularly in relation to in-work benefits, through the remodelling of the Welfare Rights Service.
- 3.10 Ensure the Housing Options service delivery is non-discriminatory.
- 3.11 Introduce Robust Monitoring Tools to measure performance and inform planning.
- 3.13 Develop a Housing Solutions Toolkit.

4. Links to related Strategies and Plans

4.1 Divisional Service Plan 2007-2010

4.1.1 This work plan feeds into the overall objective of the Assessment, Prevention and Support Divisional Service Plan 2007-2010 which is to provide a service that is regarded as a 'Centre of Excellence.' 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 town's resources for vulnerable people.

4.2 Blackpool Council Homelessness Strategy 2008-2010

4.2.1 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.

4.3 It will link into the following Homelessness Strategic themes:-

- i. Prevention of Homelessness.
- ii. Tackling the Wider Causes of Homelessness.
- iii. Administering homelessness more effectively.

4.4 Blackpool Council Sustainable Community Strategy (SCS)

4.4.1 Blackpool Council Sustainable Community Strategy states that Blackpool will be “a place that brings prosperity to all local citizens and contributes to the long-term sustainable growth on the North West economy.’ The actions contained in the work plan will contribute to achieving this:

- i. Improve Blackpool’s Economic Prosperity – creating jobs and opportunities for local people;
- ii. Promoting Enterprise
- iii. Improve Skill Levels and Educational Achievement.

5. National Agenda

5.1 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.

5.2 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. The promotion of the prevention of rough sleeping in all areas through effective housing options and a strengthened safety net.
- ii. Establishing best practice through the Enhanced Housing Options Trailblazer programme.
- iii. The development of a new Prevention Mapping Toolkit
- iv. Enhanced training and qualifications for front-line homelessness workers.
- iv. Joined up and effective services for the most excluded through enhanced partnership working.
- v. Extending positive activities and training opportunities that motivate and empower people to take greater control in their lives.

NI: National Indicator
 LAA: Local Area Agreement Indicator
 LI - HELS: Housing and Employment Service Indicator
 LI - WRS: Welfare Rights Service Indicator
 LI - TSS: Training Solutions Service Indicator
 EDE: Economic Development Enterprise

NI	PI	Measure	Target (3 year)	Quarterly data			
NI	116	Reduction in the proportion of children living in households receiving out of work benefits	27.5% - 22.5% (5%)				
LAA	PI	Measure	Target (3 year)	Quarterly data			
EDE	1.2	Number of Incapacity Benefit claimants helped into sustained employment > 16 hours and > 13 weeks)	63				
EDE	1.3	Number of workless people living in Blackpool's five worse wards with the poorest labour market position, helped into sustained employment > 16 hours and > 13 weeks (excluding Incapacity benefit claimants)	200				

THE FOLLOWING HOUSING SOLUTION'S PERFORMANCE TARGETS WILL CONTRIBUTE TO ABOVE LOCAL AND NATIONAL STRATIGIC AIMS

L	PI	Measure	Target (year 1)	Quarterly data			
L	HEL51	Numbers of clients engaged	50				
L	HEL52	Numbers completing a work focused action plan	50				
L	HEL53	Numbers completing a work focused activity	40				
L	HEL54	Number of clients moving into employment	30				
L	HEL55	Number of clients moving into sustained employment > 16 hours and > 13 weeks)	25				

L	HELS6	Numbers completing a training action plan	50				
L	HELS7	Numbers completing a training focused activity	40				
L	HELS8	Number of clients moving into education / training	35				
L	HELS9	Number completing training Programme	25				
FROM THE ABOVE TARGETS, THE FOLLOWING TARGET GROUPS SHOULD BE INCLUDED							
L	HELS 10	Number of long term unemployed clients moving into employment	5				
L	HELS11	Number of IB claimants moving into employment	5				
L	HELS12	Number of lone parents moving into employment	5				
L	HELS13	Number of clients over 50 moving into employment	5				
L	HELS15	Number of other clients moving into employment	10				
L	PI	Measure	Target (annual)	Quarterly data			
L	WRS1	Number of 'Better at Work' calculations	250				
L	WRS2	Number moving into training / employment	50				
L	WRS3	Number financially secure moving into training / employment	50				
L	PI	Measure	Target (annual)	Quarterly data			
L	TSS1	Deliver basic housing options awareness and homelessness prevention training to all newly	4 per year				

		recruited housing options staff					
L	TSS2	Deliver specialist homelessness prevention / housing law training to housing options staff	4 per year				
L	TSS3	Deliver basic housing options awareness and homelessness prevention training to all council front-line services	6 per year				
L	TSS4	Deliver basic housing options awareness and homelessness prevention training to partnership agencies	6 per year				
L	TSS5	Deliver basic housing options awareness and homelessness prevention training / presentations to community organisations	6 per year				
L	TSS6	Contribute to the P1e target in respect of the prevention of homelessness and repeat of homelessness by raising awareness of housing options	Homelessness prevention p1e				

Priority 1=High 2= Med 3 =Low	Source	Objective	Action/s Specific Tasks	Time Frame	Lead Involved	Outcomes
1	Homelessness Strategy Bid	Develop a comprehensive Housing Solutions Team Induction / training programme	<ul style="list-style-type: none"> Skills Audit of Housing Solutions Team Identify individual / team training needs. Deliver / purchase appropriate training. Define individual roles and responsibilities within the teams. 	March 2009	Training Solutions Officer Housing Solutions Co-ordinator	<ul style="list-style-type: none"> Team received training appropriate to roles. Induction process completed. Skill levels within the team are noted. Clearly defined roles and responsibilities within the team.
1	Homelessness Strategy Bid	Establish clear referral pathways and identify any gaps in relevant services in Blackpool.	<ul style="list-style-type: none"> Map existing relevant services in Blackpool. Determine gaps in provision and propose ways in which these gaps may be bridged. Develop an electronic 'Directory of Services' 	June 2009 December 2009	Training Solutions Officer Housing Solutions Co-ordinator Housing Solutions Team Housing Options Administration	<ul style="list-style-type: none"> Clear understanding of Blackpool's service provision and what is required to maximise the success of delivering a holistic Housing Options Service. Current and future developmental plans / opportunities fully informed. Maximisation of the training and employment opportunities of people in Blackpool. Enquiry resolution at first point of contact. Structured referral pathways.

Priority 1=High 2= Med 3 =Low	Source	Objective	Action/s <i>Specific Tasks</i>	Time Frame	Lead Involved	Outcomes
1	Homelessness Strategy Bid	Increase awareness of Housing Options	<ul style="list-style-type: none"> Develop a dedicated training unit. Skills Audit of Housing Options Staff. Map existing training courses to eliminate duplication. Develop and deliver a range of training courses to Housing Options staff. Mentor other organisations / local authorities. 	September 2009 June 2009 - 2011	Training Solutions Officer Housing Solutions Co-ordinator Housing Options Administration	<ul style="list-style-type: none"> Baseline Skills Audit. Raised awareness of service provision across Blackpool council staff and relevant external organisations. Increased skills set - Blackpool council staff and relevant external organisations. Clear and easily accessible referral pathways. Reduce replication / streamlined services. Improved accessibility to services for people in Blackpool. Pool resources.
		Increase knowledge and understanding of extended housing option approach	<ul style="list-style-type: none"> Market and deliver a training programme to external partner agencies. Annual review and update. Refresher courses-internal / external. 	June 2009 - March 2011	Training Solutions Officer Housing Solutions Co-ordinator Housing Options Administration	<ul style="list-style-type: none"> Improved awareness of Housing Options. Reduction in homelessness. Increase in Blackpool and partner staff skills. Greater efficiency of resources. Improved working relationships with internal / external partners. Enquiry resolution at first point of contact. Greater awareness of referral pathways and service availability.

Priority 1=High 2= Med 3 =Low	Source	Objective	Action/s Specific Tasks	Time Frame	Lead Involved	Outcomes
3	Homelessness Strategy Bid	Promote the Housing Options approach	<ul style="list-style-type: none"> • Devise Marketing Strategy. • Wide range of measures to ensure the public, practitioners and commissioners are aware of services, training and referral options. 	March 2010	Housing Solutions Co-ordinator	<ul style="list-style-type: none"> • Raised awareness of Housing Options. • Ensure services are fully utilised. • Increased choice and opportunities for people in Blackpool.
3	Homelessness Strategy Bid	Consolidate Collaborative working	<ul style="list-style-type: none"> • Establish strong community links with relevant professionals. • Develop and implement transparent joint protocols / procedures. • Target / link with existing young people's services. 	March 2010	Housing Solutions Co-ordinator Financial Support Worker Housing & Employment Worker	<ul style="list-style-type: none"> • In depth knowledge of services and ongoing developments. • Strong, robust working relationships. • Reduction in replication / increased capacity. • Pooling of resources. • Improved quality of services across the board. • Improved efficiency. • Greater accessibility for all. • Range of housing options, which promote progress and independence through genuine opportunity for, young people.

Priority 1=High 2= Med 3 =Low	Source	Objective	Action/s <i>Specific Tasks</i>	Time Frame	Lead Involved	Outcomes
2	Team Plan	Ensure all processes meet ISO requirements	<ul style="list-style-type: none"> Identify and record individual team processes Review annually / response to change 	March 2009	Service Development Officer Housing Solutions Team Housing Options Administration	<ul style="list-style-type: none"> Reduction / elimination of paper based systems. Reduction in time spent recording manually and producing statistical data. Accurate source for retrieving specific information. Adoption of a quality management.
1	Team Plan	Ensure health and safety measures are in place	<ul style="list-style-type: none"> Individual service risk assessments are undertaken, recorded, reviewed. 	March 2009	Service Development Officer Housing Solutions Team	<ul style="list-style-type: none"> Elimination / management of risk to worker, client, community and partner organisations. Clear framework to guide day-to-day work practice. Adherence to Blackpool Council Health & Safety policies. Safer working environment.

Priority 1=High 2= Med 3 =Low	Source	Objective	Action/s <i>Specific Tasks</i>	Time Frame	Lead Involved	Outcomes
1	Homelessness Strategy Bid	Introduce Robust Monitoring Tools	<ul style="list-style-type: none"> Identify and introduce a range of PIs (in addition to Government and LAA targets). Develop robust systems to capture information and monitor outcomes. Ensure associated training needs have been addressed. 	March 2009	Service Development Officer Housing Solutions Team	<ul style="list-style-type: none"> Evidence based data that will assist in measuring service effectiveness. Performance monitoring to inform current and future planning. Poor performance quickly identified ensuring speedy / timely interventions. Meet LAA targets.
1	Homelessness Strategy Bid	Deliver a Welfare Rights Service that ensures a holistic assessment of need.	<ul style="list-style-type: none"> Develop 'fast track' working arrangements. Maximise the income of households experiencing housing difficulties. Delivery welfare benefit training to internal / external organisations. 	Commence March 2009 – March 2011	Welfare Rights Officer Financial Support Worker	<ul style="list-style-type: none"> Comprehensive assessment of individual need. Reduction in levels of homeless presentations. Increase financial stability. More efficient service delivery. Increased take up of 'Better off at Work' calculations. Increased staff knowledge / awareness related to Welfare Rights.

Priority 1=High 2= Med 3 =Low	Source	Objective	Action/s Specific Tasks	Time Frame	Lead Involved	Outcomes
1	Homelessness Strategy Bid	Develop and implement client focused housing, training and employment support services.	<ul style="list-style-type: none"> • Forge links with existing services - focusing on 'Worklessness'. • Undertake an Audit of current training / employment opportunities available. • Devise appropriate compendium of relevant courses /events. • Market compendium. • Identify and promote a range of community based social opportunities. 	September 2009	Housing Solutions Co-ordinator Housing Solutions Team	<ul style="list-style-type: none"> • Increase in people working 16 hours or more and sustaining employment. • Compendium of relevant employment, training and social opportunities. • Increased take up of training / employment in vulnerable households. • Improved access to personal developmental opportunities. • Improve Blackpool's economic prosperity. • Improving skill levels and educational achievement in Blackpool.
1	Homelessness Strategy Bid	Undertake a community consultation exercise to engage specific groups to identify barriers to employment / training / educational opportunities	<ul style="list-style-type: none"> • Develop a range of consultation exercises to engage people in determining the most appropriate support to progress their lives. 	June2009	Service Development Officer Housing Solutions Team	<ul style="list-style-type: none"> • Identified barriers to accessing training / employment / education. • Relationships established with key individuals and organisations.

Priority 1=High 2= Med 3 =Low	Source	Objective	Action/s Specific Tasks	Time Frame	Lead Involved	Outcomes
1	Homelessness Strategy Bid	Deliver a outreach service to specific groups in the community	<ul style="list-style-type: none"> Identify groups. Link with internal organisations to determine referral pathways, timescales and joint working (where appropriate). 	Commence March 2009 – March 2011	Housing and Employment Link Support Worker Housing Solutions Team	<ul style="list-style-type: none"> Service delivered in the community. Improved support networks for people making significant life changes. Strong links and improved communication amongst workers. Greater accessibility. More effective service.
1	Homelessness Strategy Bid	Coordinate and improve access to advice and information on housing options	<ul style="list-style-type: none"> Consult with service users to understand the most effective way to provide housing advice information. Action plan (consultation outcomes). Research best practice. Evaluate and report findings. Action Plan (recommendations). 	June 2009	Service Development Officer	<ul style="list-style-type: none"> Improved access to housing advice and information for service users.

Priority 1=High 2= Med 3 =Low	Source	Objective	Action/s <i>Specific Tasks</i>	Time Frame	Lead Involved	Outcomes
2	Homelessness Strategy Bid	Achieve the council's long term aim of minimising homelessness through improving partnership working.	Work with RSLs to implement the information sharing protocol (Access to Housing) <ul style="list-style-type: none"> Identify relevant people for a working party. Devise and agree action plan for project. Implement protocol. 	January 2008 – July 2010	Service Development Officer	<ul style="list-style-type: none"> Reduced number of tenancy breakdowns through the flow of relevant, specific and timely information.
3	Homelessness Strategy Bid	Develop a Housing Solutions Toolkit	<ul style="list-style-type: none"> Research Best Practice. Devise 'draft' Toolkit. Consult. Amend and circulate. 	March 2011	Housing Solutions Coordinator Housing Solutions Team Housing Advice Manager	<ul style="list-style-type: none"> Share Best Practice. Ensure awareness of specifics of enhanced services.

Appendices

Appendix 1: Referral routes: employment / training / education

- Stage 1: referral routes into accessing the Housing Solution Service re securing employment / training / employment
- Stage 2: process by which the assessment and subsequent action plan are determined and agreed
- Stage3; Determinate level of intervention to secure employment / training / employment
- Stage4: Mapped employment, training and education options. Links have been made with all agencies and key contacts, joint working agreements and referral pathways have been established
- Stage 5: Employment / training / education is secured – process by which, where possible, all factors have been considered to ensure financial and housing sustainability

Appendix 2: Financial Inclusion Service.

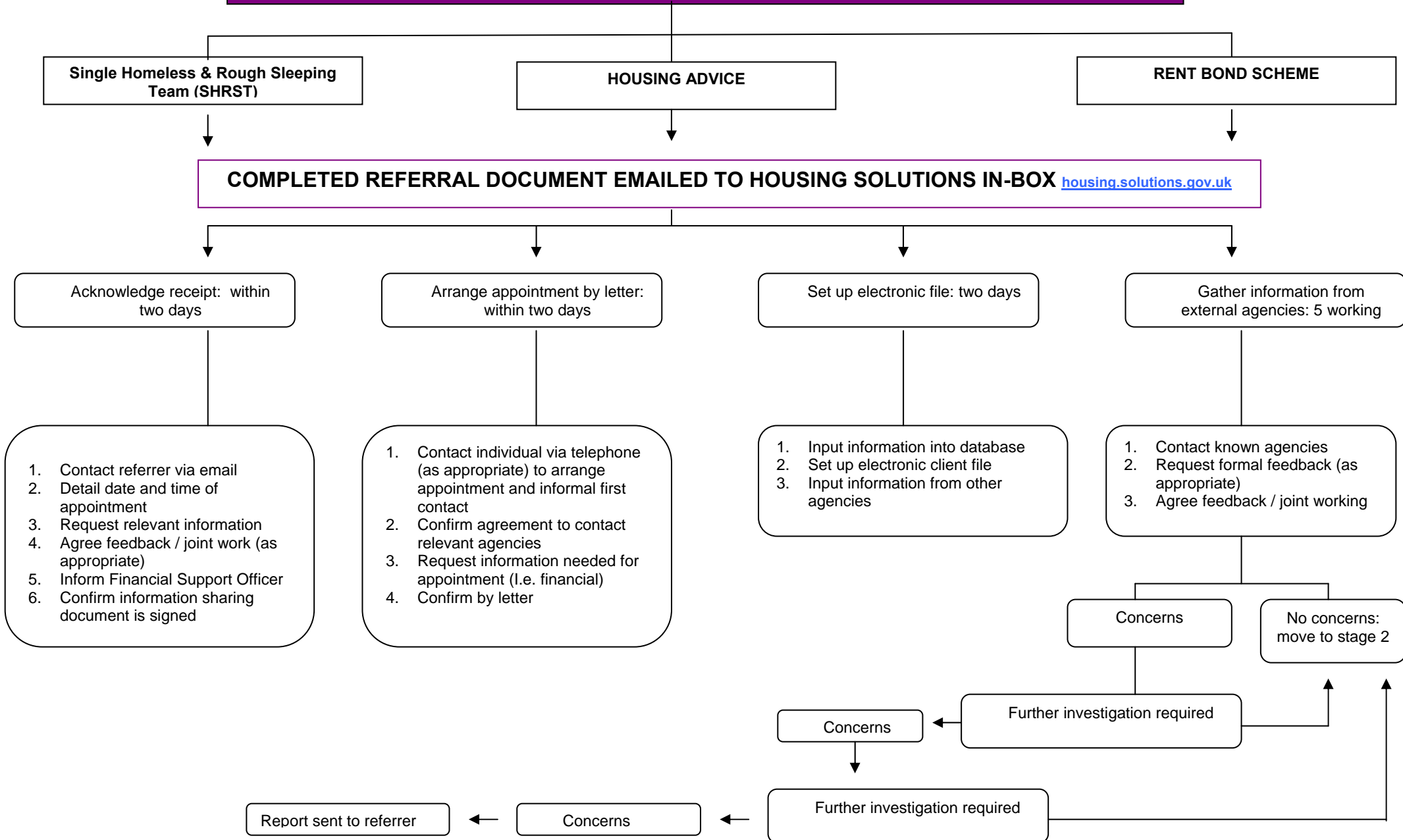
- The process illustrates the financial implications of making significant lifestyle change is carefully assessed and every effort made to ensure, where possible, financial stability.
- The Financial Support Officer will work with the Housing Officer to bring forward several options outlining the financial impact.
- The Welfare rights worker will work closely with the DWP to track changes in benefits and maximise access to employment / education / training financial incentives.
- The training plan

Appendix 3: Assessment document

The document is a tool that will allow workers to assess, action plan, review and joint work. It will be used electronically to allow different workers to view, joint action plan and review progress.

Appendix 4: Draft: phase 2 and 3

STAGE 1— REFERRAL ROUTES: Employment / Training / Education



STAGE 2 – Housing and Financial Assessment

FULL NEED AND RISK ASSESSMENT UNDERTAKEN

See Appendix: 3

FINANCIAL and HOUSING STABLE

FINANCIAL and HOUSING UNSTABLE

Work / training / education ready

Not ready

1. Explore Financial incentives to employment / training / education (joint working with JobCentreplus and Financial Officer)
2. Draw up an action plan
3. Determine appropriate pathways to employment

ACTIONS

Gate Keeper: sign off action plan

1. Action plan re work / education / training to referrer
2. Review progress
3. Further assessment appointment (as appropriate)
4. Feedback to referrer

Draft Employment / training / education and Financial Action Plan agreed – Outlining:

- Financial Incentives
- Considerations re major life changes

Employment / training / education and Financial Action Plan discussed with client

Disagree with options

Review

Agree

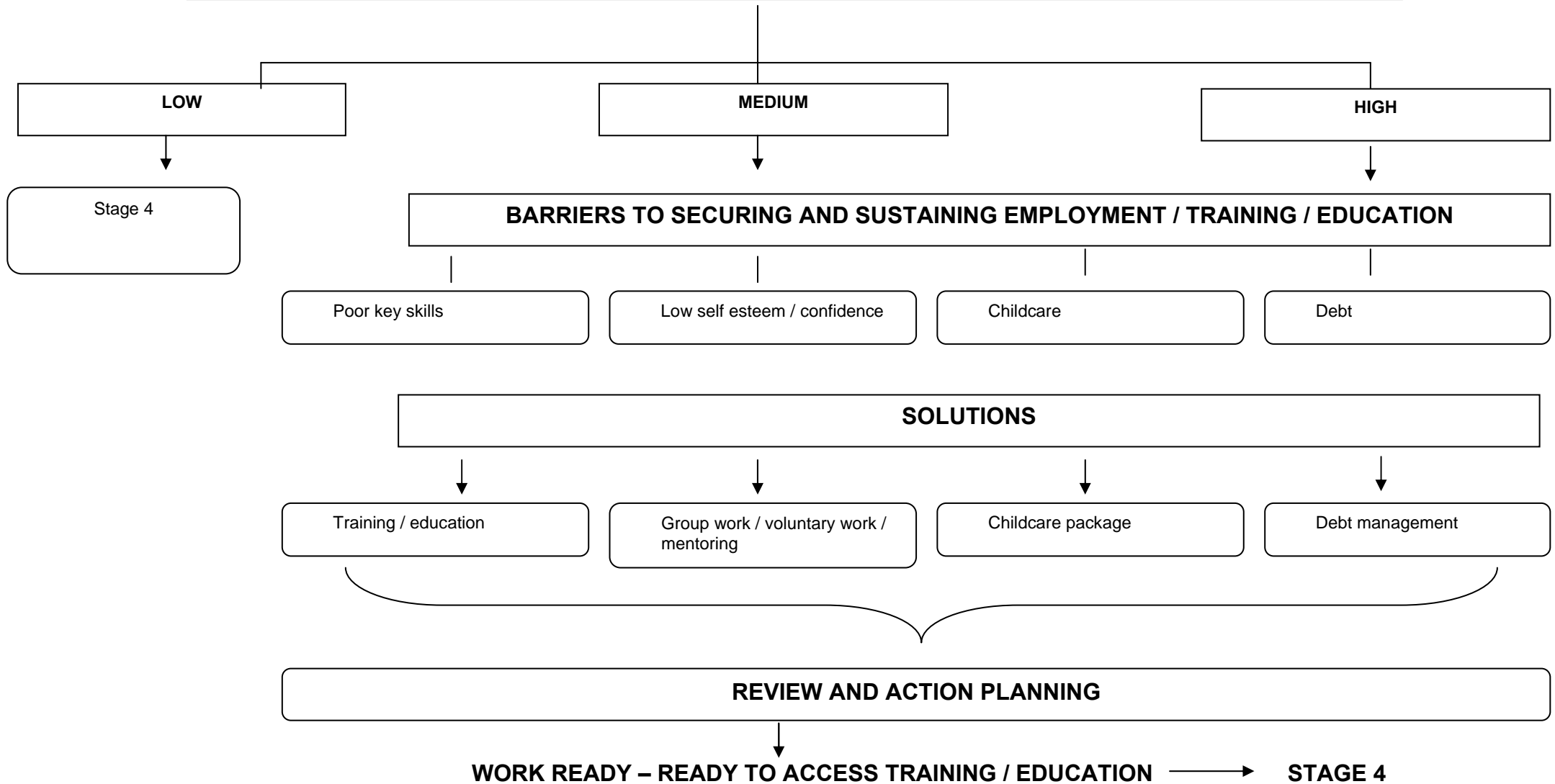
Commence actions

Trigger monitoring system

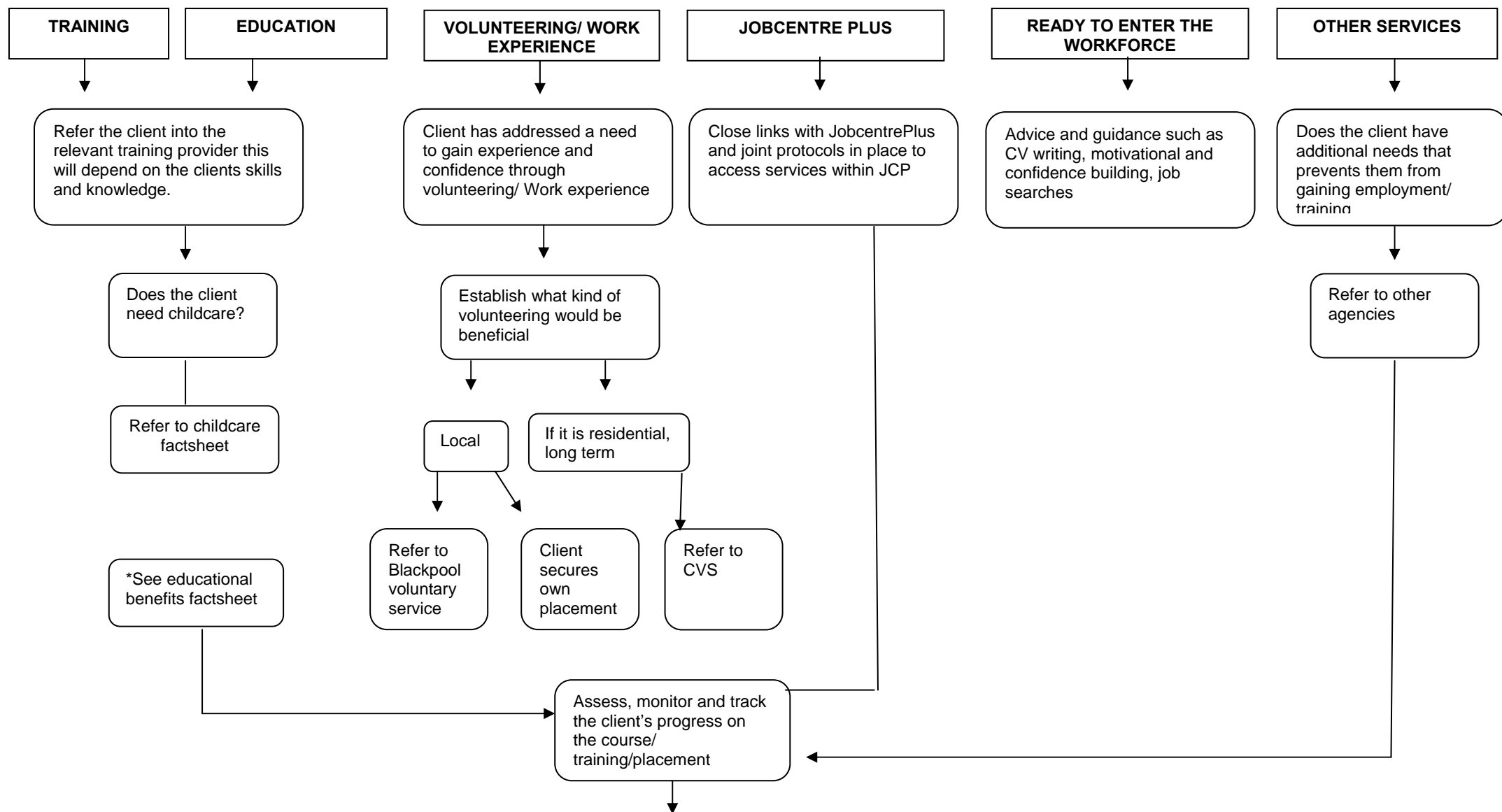
Disagree with options

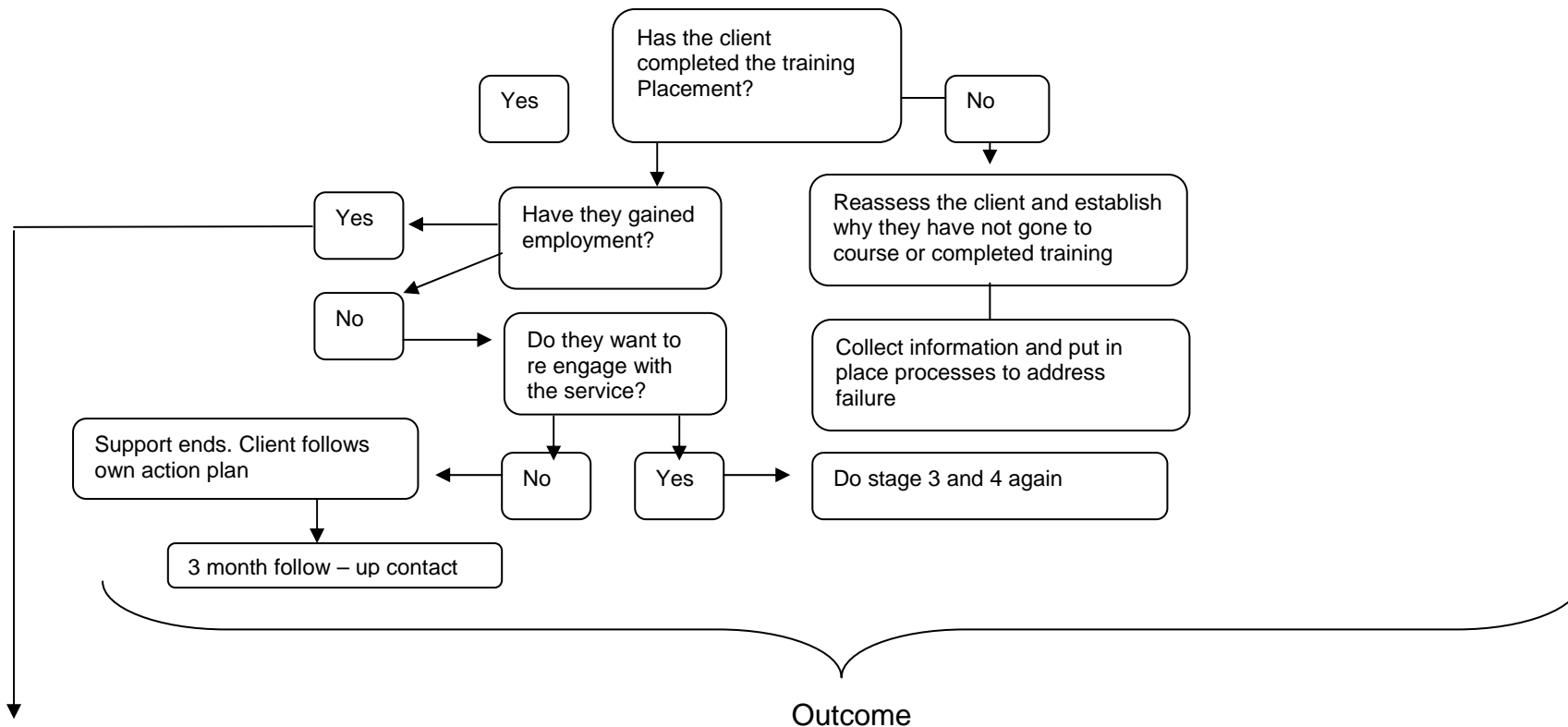
Inform referrer / 3 month follow-up contact

STAGE 3 – Determination: Level of Intervention to Secure Employment / Training / Employment

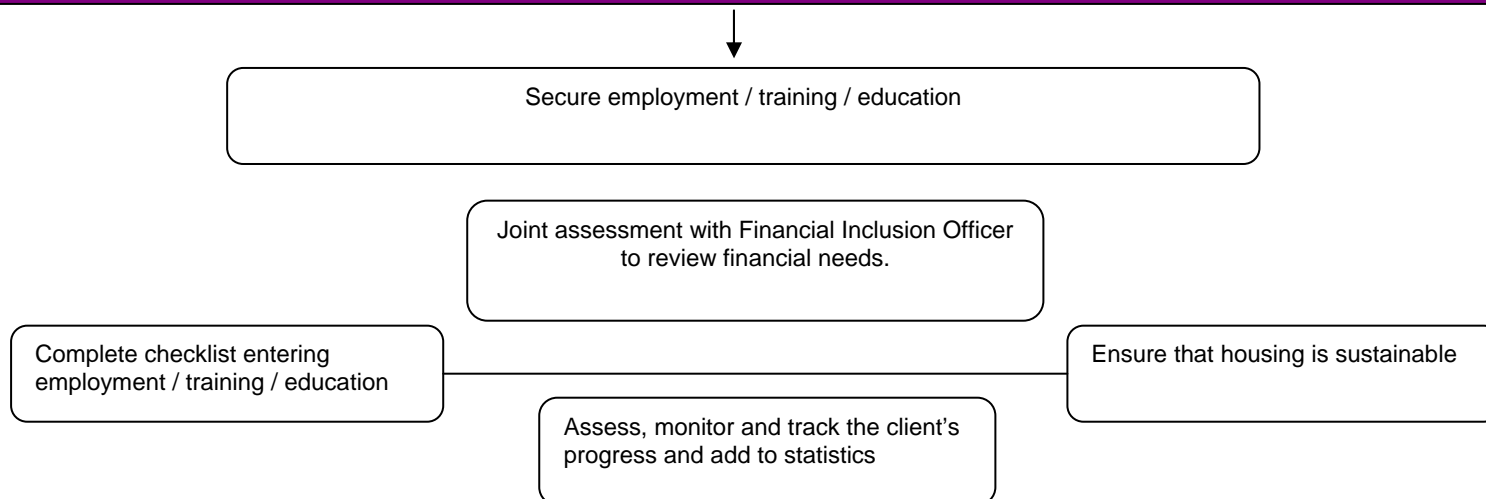


STAGE 4 – Employment / Education / Training Options

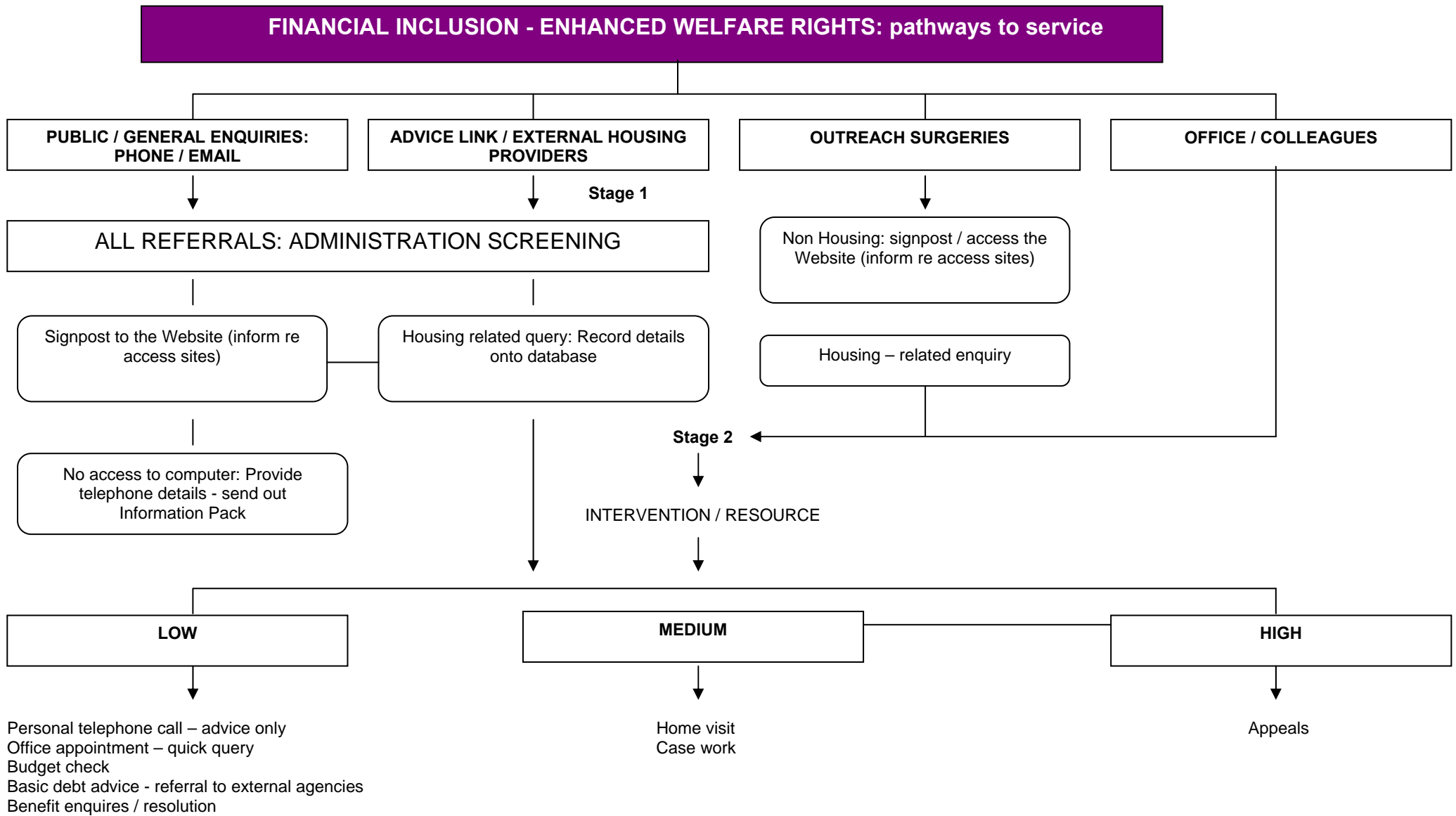




Stage 5: Secure Employment - Access Training / Education



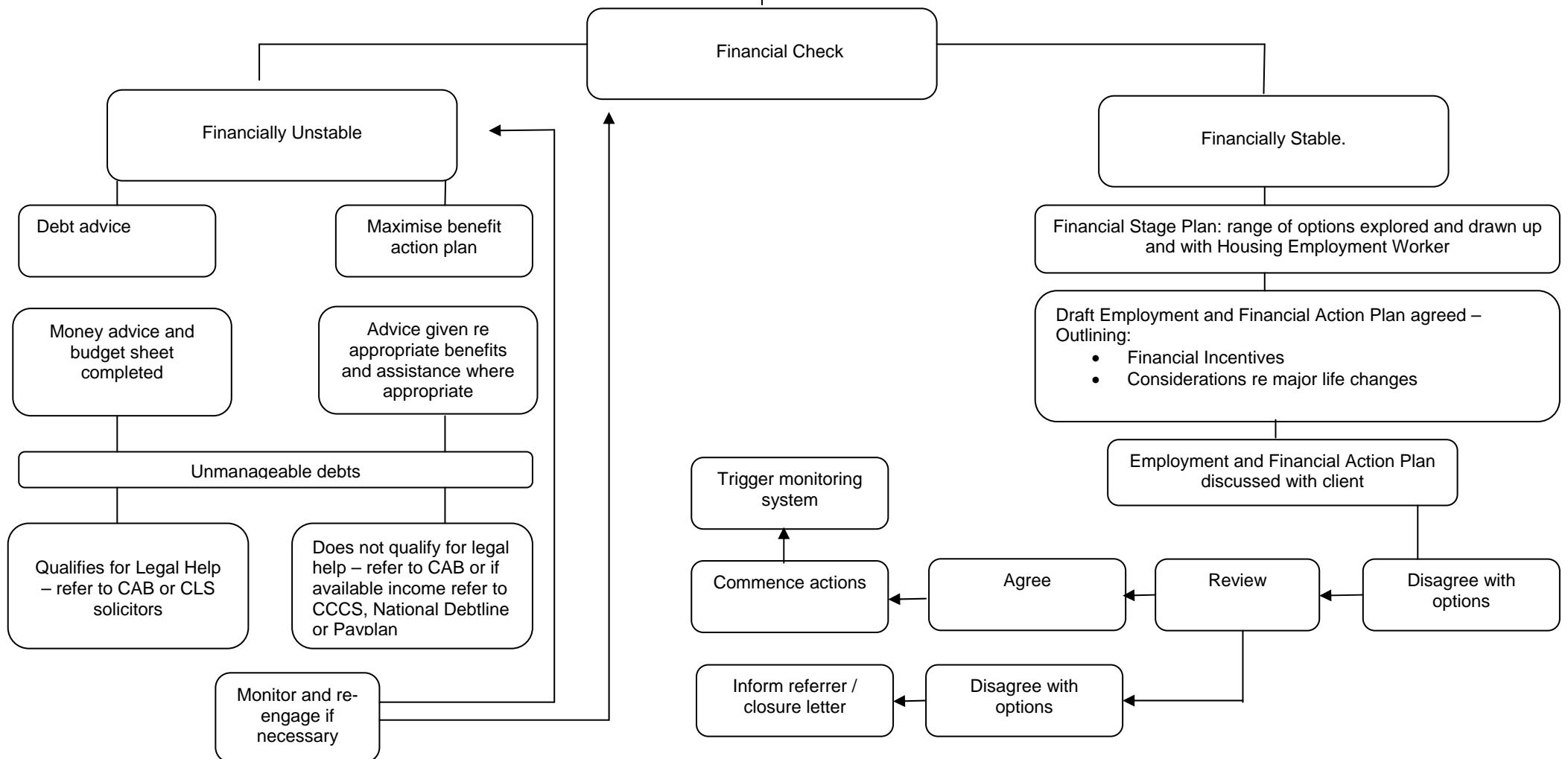
APPENDIX 2



FINANCIAL INCLUSION: WORKLESSNESS: pathways to service

Objective: Assess and prepare Action Plan to Ensure Financial Options are Maximised and Housing Stability is Sustained

JOINT NEEDS ASSESSMENT



RATIONALE– FINANCIAL INCLUSION SERVICE

RATIONALE

SPECIALIST ADVISOR

PARTNERSHIP WORKING

TRAINING

OBJECTIVE

Employ specialist skills to source benefits to maximise the number of people securing employment

Education / Training

Forge productive working relationships with Key Organisations

Develop and Implement a training programme to inform internal / external agencies: working knowledge of relevant benefits

1. Key lines of communication between the DWP and the Welfare Rights Officer
2. Process to gate keep all assessment outcome reports to ensure appropriate benefits are in place
3. Appeals process to support applicants

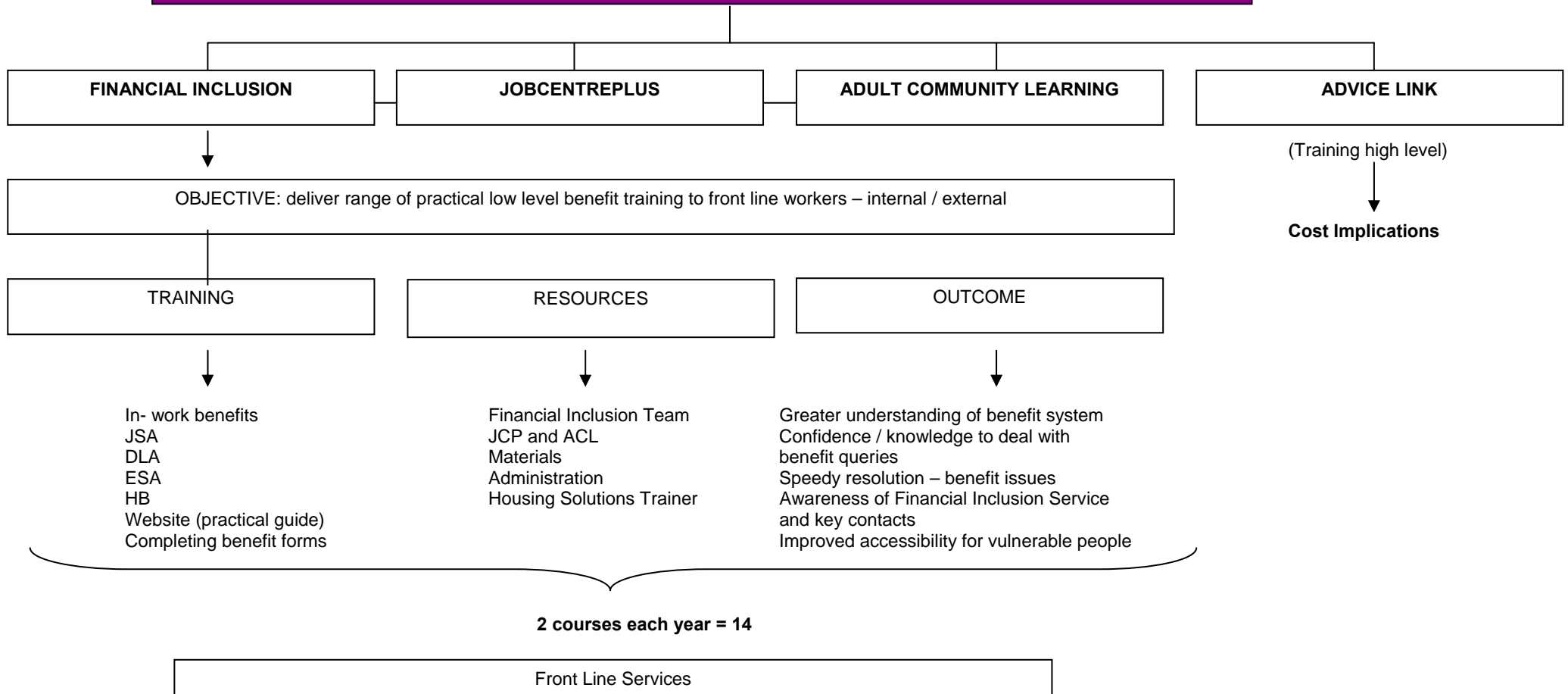
1. Links with key people
2. Clear referral and feedback routes
3. Clarification of roles and responsibilities

1. Front line workers increased awareness of benefits appropriate to their client group
2. Clear referral routes to Welfare Rights and back to work calculations
3. Timetabled training events
4. Training programme linked to housing and worklessness

OUTCOMES

- Greater access to employment / education / training opportunities
- Clear lines of communication between front line and Financial Inclusion Team
- Increased financial and housing stability
- Raised awareness of benefits

FINANCIAL INCLUSION – TRAINING PLAN



HOUSING OPTIONS
Homelessness Prevention
SHRST
Rent Bond
Youth Mediation
Housing Applications
Home Visiting
Homelessness

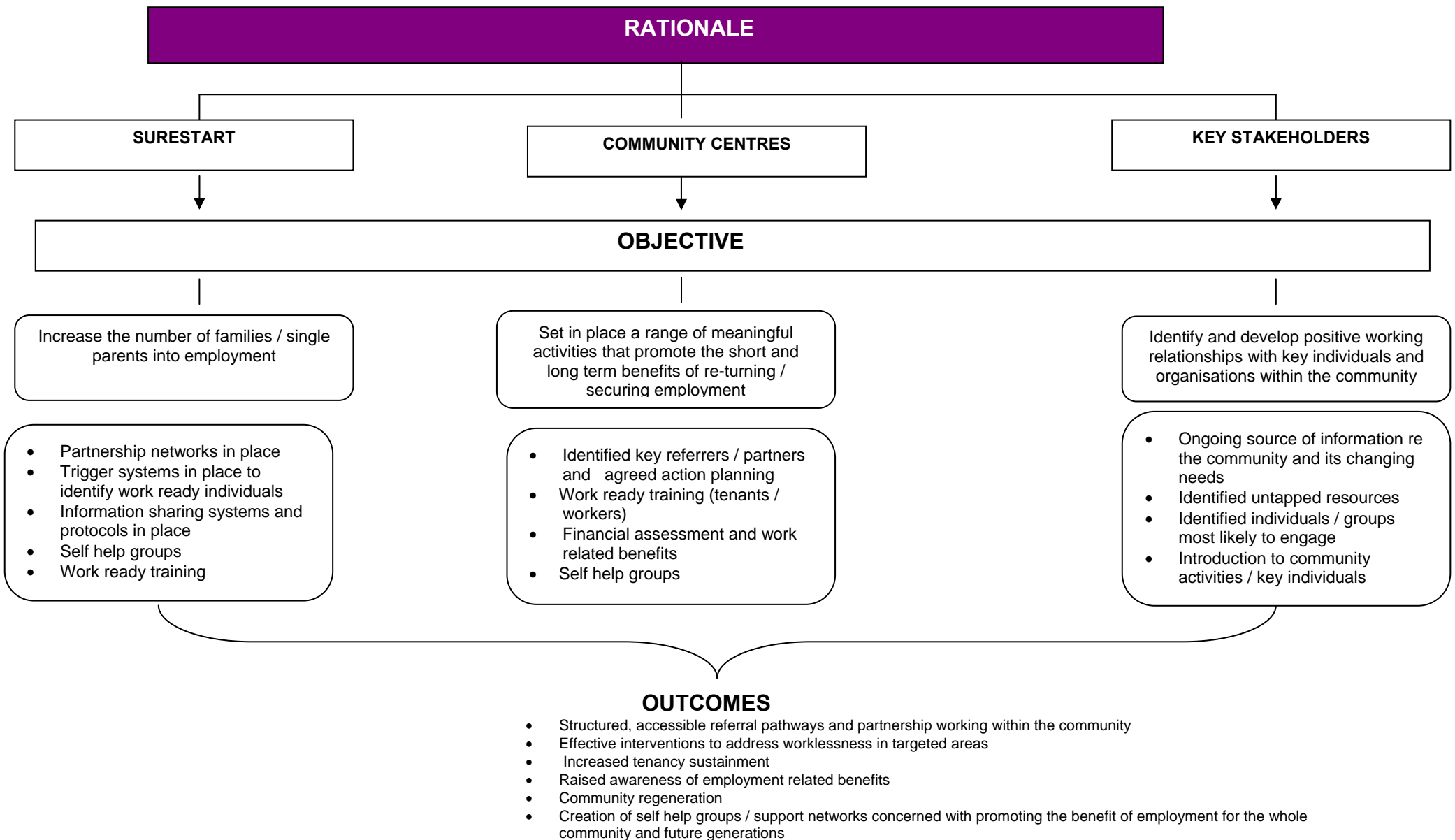


KEY PARTNERS
Substance Services
Supported Housing
BCH
Social Services
Health Team (homeless)
Connexions
Streetlife
Family Services



KEY ORGANISATIONS
Mental Health
Environmental Health
Care & Repair
Salvation Army

RATIONALE & REFERRAL PATHWAY: OUTREACH SERVICE



RATIONALE & REFERRAL PATHWAY: Community Engagement

