

Enhanced Housing Options Action Plan

Norwich City Council
2009 - 2011



NORWICH
City Council

Norwich – The Facts..

- The Population of the council area is 132,200 (mid year estimate 2007)
- The Greater Norwich area has a population of 223,200
- The single largest band is 16 to 29 (28.5%)
- Fewer than 20% of the population are over 60 compared to 28% across Norfolk as a whole
- 93% of the population class themselves as “white” compared to 96% in Norfolk as a whole
- Average life expectancy in Norwich is marginally higher than the national average with women living on average 5 ½ years longer than men
- Norwich has the highest level of teenage pregnancies (15 to 17) in the Eastern Region and the rate is nearly 50% above the national average
- Approximately 1/3 of all housing is rented from the council or a housing association
- The council holds approximately 16,000 of its own stock

Norwich - The Facts – Education/Employment/Skills

The following facts contribute to the application made for the Trailblazer Funding

- Nearly one in five of the population are classified as “income deprived” whilst 1/3 of all children in Norwich are affected by income deprivation (highest in the region)
- An estimated 11% of households have an income below £10,000 compared to 8% nationally
- Norwich has just above average the number of graduates in the labour market (32%) but is below national averages for educational attainment levels in schools
- Greater Norwich accounts for 40% of all Norfolk jobs with 50,000 people travelling into Norwich for work
- Employment is dominated by a small number of large employers with 66 organisations employing 1/3 of the work force
- Across the city 14,000 of working age getting DWP benefits, incl 9,500 workless benefit claimants and in the current economic climate this is only going to increase.
- Those with low skills have been squeezed out of the Workplace, estimated that 23,000 working age adults (30%) below level 2. 7,500 lacking basic literacy, 37,000 numeracy. High unemployment rate for these groups.

Local Context - Single Homelessness

The following contributed to the Trailblazer Funding bid being aimed at Single Homelessness.

- Norwich attracts a high in-migration of single homeless households from the surrounding rural areas with limited employability skills.
- The majority of homeless hostel bed spaces for Norfolk are located in the city (288 spaces in total) Valuable bed spaces are blocked by those no longer requiring a supported living environment. At any one time 50 individuals ready to move on but cannot because of lack of suitable accommodation. The “LEAP” trailblazer project hopes to overcome this.
- Only 58% of hostel residents have local connection to the city. It has been recognised that there is an over dependence on the CBL scheme for move on CBL accounts for 70% of move on provision.
- Access to Private Sector Housing is a difficulty due to affordability for single people. We have employed a dedicated Private Sector Housing Officer to look into this problem. It is a strategic objective to engage further with the Private Sector. The scheme that we are providing will free up hostel spaces to increase provision for this specific group
- Norwich suffers In relation to education, skills and training deprivation - 20% of the population of the city are within the most deprived 3% in the country. Almost half the population fall within the most deprived 20% of areas
- Tackling worklessness is a key strategic aim of the City of Norwich Partnership
- Building sustainable and thriving communities is one of the 6 key strategic aims of the Greater Norwich Housing Strategy 2008 - 2011
- Address single homelessness is one of 9 key Objectives of the Greater Norwich Homelessness Strategy 2007 2010
- Improving access to the private rented sector is a key objective of the Greater Norwich Hostel Strategy 2007 – 2009
- YMCA average age of residents in Norwich is 26 – 80% could engage in training, 40% could take employment.

Our Story

At the beginning of 2004 a Peer Group Review of what was then the “Housing Needs Service” took place. The outcome of this review was negative and we were deemed a badly performing authority, from this the whole service was restructured late in 2004 and implemented in 2005. Since the restructure the achievements of the service have been dramatic and we were awarded regional champions in homelessness prevention in 2006.

The Service is now named the “Housing Options Team” and now consists of three teams, The Options Team (8 Posts) Homeless Assessment Team (5 Posts) and Housing Advice Team (8 posts), sitting within the Housing Advice Team we have the new specialist “Trailblazer Post”

Changes to the service have impacted dramatically on the numbers of homeless applications. Numbers of homeless applications processed have dropped from 1,400 (700) accepted in 2003/04 to 227 (87 accepted in 2007/08) Numbers in temporary accommodation have dropped from 615 to 28.

We have been recognised nationally for our joint protocol with Social Services for Intentionally Homeless Family's and Youth Homelessness and recently attended a National Conference to provide workshops and promote good practice.

We have also taken part in the Gateway Protection Program for the last 3 years, housing over 50 households.

In 2007 with our regional partners we launched the Choice Based Lettings (CBL) scheme “Home Options”, recent enhancements include a digital TV option and a newly renovated website. The GN Home Options scheme was recently nominated for an award www.gnhomeoptions.org.uk.

We seek and continue to provide a multi agency approach to the prevention of homelessness.

Continued is a list of ways in which we have innovatively made the service a success and continue to strive to do so;



Our Story and current baseline position

- Each advice team member has a specialist area of development work. These include domestic violence, benefit, housing law updates (case law focus group), tenancy arrears liaison, and private sector development
- We have a well developed housing options toolkit which includes a spend to save budget form, incentives of £40,000 per annum for deposits and incentives.
- We have a developed PSLS (Let NCC) with over 250 properties with a dedicated team of 4. The PSLS has been a huge aid in preventing a number of households becoming homeless.
- The skills base has been developed to include 2 trained Tenancy Relations Officers, 3 trained Mediators, and an external funded post specifically for Youth Homelessness. The Mediators have been successful in preventing a number of family breakdowns and homelessness
- An extensive training programme has been developed for housing advisers and assessment officers which includes training from Arden Chambers and Shelter this is annual programme based on identified areas of need or development
- We have arranged training for two members to be trained in debt advice to allow them to assist with the mortgage rescue package.
- All team members have been trained on mortgage repossession and will in February 2009 be trained in taking cases to court to enable us to support our local court desk.
- Integration with CAPS team (Contact Assessment Prevention Service), 2 sessions a week. The CAPS team are a specialist team working with street homeless non priority need/extreme vulnerability and crisis stage of homelessness groups.
- The weekly street homeless count is between 3 and 9, approximately 3 are entrenched rough sleepers and refuse to engage with services. The Housing Team contribute to the weekly outreach (count). The team also take part in a monthly breakfast club to encourage engagement with advice and support services.
- We have developed a successful joint protocol with Children's Services and will be establishing specific work relationship with the leaving care team over the next 2 months. A proposal is currently being put forward for false start tenancies for care leavers.
- We participate in a joint working scheme with probation offering 4 tenancies per year to assist rehabilitation of persistent & prolific offenders
- We have run a pilot involving a 3 way approach to domestic violence in partnership with Leeway Women's Aid and Norfolk Community Legal Services. This provides victims with access to a barrister, a women's aid advocate and a housing adviser on drop in basis.
- Dedicated housing adviser holding sessions within local refuge enabling closer working relationship and greater outcomes.
- In house joint working partnership with arrears team. Referral process for those facing eviction or highlighted as failing within introductory tenancy. This enables early intervention and possible prevention.

Future Service Development Objectives: Worklessness

- We propose to combine housing options advice and assistance with vocational and educational training referrals to our main provider Business in the Community and other appropriate Advice and Information Services plus training providers. LEAP Project.
- Business in the Community will expand their current activities from the current programme of 45 to 90 clients per annum
- We aim to address worklessness and low educational and skills levels amongst hostel residents with particular emphasis on those ready to move on
- Ensure through flow of hostel users so hostel bed spaces are prioritised for those in the greatest need
- Maximise use of the private rented sector and establish it as a viable move on option.
- Establish move on accommodation as an incentive for hostel residents to address the lack of employment and training
- This will be achieved by a holistic multi agency approach and we will develop our own directory of training provision and support
- We will acquire 50 additional private sector leased properties which will only be allocated for hostel residents ready to move on and who are engaging in employment or training

Worklessness Adviser Work Plan 2009 - 2010

Action and specific Tasks	Current Status and Development	Time Frames	Responsibility for Delivery	Critical Success Factors	Progress/Action/Outcomes
Recruit to Private Sector Leasing Officer and Worklessness Housing Adviser	complete	November 2008	Home Options Manager Housing Advice Team Leader Private Sector Leasing Scheme Manager	Suitable applicants for posts	2 candidates appointed
Worklessness Adviser to attend national conference on Worklessness	complete	December 2008	Housing Worklessness Adviser	Toolkit - networking	Attending conference – Toolkit and networking
Draw up Service Level Agreement for Business in the Community	complete	December 2008	Strategy Team	targets and reporting	complete
Signing of Service Level Agreement with Business in the Community	complete	December 2008	Home Options Manager Housing Leader Advice Team Strategy Team	Provision of suitable applicants	SLA signed
Worklessness Adviser to be trained in the field of Advice & Guidance.	Work in progress	May 2009	Worklessness Adviser	Time Frames Resources Provision suitability	In discussions with City College
Private Sector Leasing Officer to establish links local landlords and letting agents to source suitable single person accommodation	Work in progress	December 2008	Private Sector Leasing Officer	Availability of suitable properties	Meeting to establish referral processes and monitoring

Action and specific Tasks	Current Status and Development	Time Frames	Responsibility for Delivery	Critical Success Factors	Progress/Action/Outcomes
Establish Involvement with Economic Development, Benefits & Community Engagement	Work in progress	December2008	Home Options Manager, Housing Advice Team Leader/ Worklessness Adviser	Positive internal engagement	Part of the Financial Inclusion Strategy. Benefits department agreed DHP for applicants within PSL properties taking part within the LEAP scheme, once applicant has found employment and shortfall.
WHA to make appointments to visit Hostels and arrange to set advice sessions	Planned work	January 2009	Worklessness Housing Adviser	Hostel cooperation and engagement	Visits to hostels completed Working arrangements discussed
WHA to set up Data recording and referral process for the scheme	Planned work	January 2009	Worklessness Housing Adviser	Clear monitoring process for all referrals	Monitoring system set for BITC Client details etc
WHA to contact city college to find out about modern apprentice schemes	Planned work	January 2009	Worklessness Housing Adviser	Specific training to be developed Commitment to working with NCC	Awaiting update on scheme development from college
Visit to London Borough of Hammersmith and meeting with Bill Seago Help Project	completed	January 2009	Housing advice Team Leader Worklessness Housing Adviser	Time frames and mutual arrangements	Meeting very successful Common goals H & F and NCC to provide updates regarding their schemes
Targets and Indicators First group of trainee's entered on to the BIC training programme	identified Planned work	February 2009 February 2009	Housing advice Team Leader Business in the Community	None Time factors Engagement Referral process	See annex 3 Course well attended WHA attend course to check quality

Action and specific Tasks	Current Status and Development	Time Frames	Responsibility for Delivery	Critical Success Factors	Progress/Action/Outcomes
WHA to commence outreach sessions at hostels and other appropriate agencies	Planned work	February 2009	Worklessness Adviser	Support worker and hostel engagement	Hostel sessions to commence in April
To organise publicity and scheme information and Project Name	Agreed	February 2009	Home Options Manager Housing Advice Team Leader Worklessness Adviser	Budget for publicity	LEAP – project name Learning Education Accommodation Project Logo in progress
Corporate commitment to provide placements for trainees	HR - approached	February 2009	Worklessness Adviser	Senior Management team agreement	Awaiting outcome
Training for whole team by Billy Seago Help Project	agreed	March 2009	Home Options Manager Housing Advice Team Leader Worklessness Adviser	Billy Seago to agree training programme with his management	Awaiting meeting date to plan training programme for team
Consult with agencies involved to gather baseline position and referral information	Ongoing	March 2009	Home Options Manager Housing Advice Team Leader Worklessness Adviser	Commitment from all agencies	Awaiting contact from final service provider
Briefing session for Greater Norwich Housing Partnership, members and internal partners	Planned work	Oct 2009	Home Options Manager Housing Advice Team Leader Worklessness Adviser Private Sector Leasing Officer	None	No action at this time
WHA to commence mapping service and extending Directory of training providers to include relevant support	Planned work	February 2009	Worklessness Housing Adviser	Continual change in training provision	Knowledge of provision increasing identification of best practice. Steering Group to be set up.

Action and specific Tasks	Current Status and Development	Time Frames	Responsibility for Delivery	Critical Success Factors	Progress/Action/Outcomes
Meeting with BIC – PSL to review programme so far Strengs	Planned Work	March 2009	Home Options Manager Housing Advice Team, Worklessness Adviser	None	No action at this time
To develop incentives for clients – i.e. gold band on successful completing training and finding work	CBL partnership approached	April 2009	Housing Options Manager Housing advice Team Leader Worklessness Adviser	CBL working Group agreement	Working Party have agreed gold band through welfare process to enable clients who have completed training and moving into work to have Smooth transition into social housing
To develop contacts with local employers and formalise process	Planned work	May 2009	Worklessness Adviser	Economic climate Engagement by employers	Early development NCC HR contacted
Develop system for personalised feedback from customers	Planned work	June 2009	Worklessness Adviser	Customers willing to respond	No action at this time
Monitor diversity & equality within the LEAP scheme, working with ex offenders, learning difficulties and disabled.	Work in progress	June 2008	Worklessness Adviser	Monitoring systems Provision for group available	Monitoring spreadsheet completed
Set up consultation regarding feedback from customers involving all agencies and look at how to improve the service	Planned Work	July 2009	Worklessness Adviser	Engagement from all agencies	No action at this time

Action and specific Tasks	Current Status and Development	Time Frames	Responsibility for Delivery	Critical Success Factors	Progress/Action/Outcomes
Offer intensive Support to Client through the LEAP process	Work in progress	April 09	Housing Advice Team Leader/Worklessness Adviser	Support Provision	Stonham Housing will offer support, also discussed with each individual IAG what support they can offer
Look at Systems Process (Camino) for referrals from advisers/customer contacts process. Investigate adding wizard to Abritas systems	IT Scheduled	July 2009	Home Options Manager/Housing Advice Team Leader/Worklessness Adviser	Resources	Have flagged as high priority within teams work request
Establish formal links with other training providers	Part of current work February 2009	August 2009	Worklessness Adviser	Changing landscape of provision	See earlier action February 2009
Develop user pack and work based information	Planned work	August 2009	Worklessness Adviser	Budgets - resources	Print and Design approached
Review the delivery so far analysis of successes and failure	Planned	September 2009	Housing Options Manager Housing Advice Team Leader Business in the Community	Based on monitoring and outcomes	No action at this time
Report and Promote successes	Planned	September 2009	Housing Options Manager Housing Advice Team Leader Worklessness Adviser	Based on successful outcomes	No action at this time

Mentoring the trailblazer initiative

We have experience within mentoring having been regional champions in 2006 we were asked to carry out Peer Review for other local authority's. We also held a regional road show indentifying and promoting good practice. Listed below are the ways in which we propose to mentor the trailblazer work being carried out;

Action and specific tasks	Current status and development	Time Frames	Responsibility for delivery	Critical success factors	Progress Of Action
Produce open web blog to share with other trailblazers	Work in progress	May 2009	Housing Advice Team Leader/ Worklessness adviser	IT & design department /approval	Meeting with design department arranged
National Worklessssness Conference to be held in Norwich	Planned work	Proposed Oct 2009	Strategy Team Housing Advice Team Leader Worklessness Adviser	Budget Resources	Established interest in organisations taking part Billy Seago - Help project to speak
Continue development of action plan as working document as best practice guide	Ongoing	N/A	Housing Advice Team Leader Worklessness Adviser		Action Plan Development
If required carry out visits to other local authorities to offer best practice	Planned Work	July 2009	Hosuing Options Manager/Housing Advice Team Leader	Success of LEAP Requirement from other LA	Planned presentation to AHAS meeting March 20 th
Role out worklessness agenda to strategic partners	Planned Work	Oct 2009	Hosuing Options Manager/Housing Advice Team Leader/Worklessness Adviser	Other LA commitment to agenda Time constraints	No Action

Exit Strategy – How we will look to sustain the project after 3 years

Action and specific Tasks	Current Status and Development	Time Frames	Responsibility for Delivery	Critical Success Factors	Progress/Action/Outcomes
Training of all advisers, subsume scheme into the team	Work in progress	May 2009 -2011	Housing Options Manager-Housing Advice Team Leader/Worklessness adviser	Training provision available	Currently in discussions with Billy Seago (HELP) to arrange training for advisers
Produce toolkit and directory of provision	Planned Work	May 2010	Housing Advice Team Leader/Worklessness adviser	Short funding streams, changes in provision	No action
Support joint bids for partner/voluntary organisations	Planned Work	May 2009 -2011	Housing Strategy Manager Housing Advice Team Leader/Worklessness adviser	Available funding streams/success of bid	A number of IAG provision showing keen interest in joint bid mapped for LEAP scheme.
Provide pathway for partner organisations to access PSLS directly	Planned Work	May 2009-2011	Housing Strategy Manager Housing Advice Team Leader/Worklessness adviser	Resources of PSLS properties. Management of greater PSLS provision	No action

Trailblazer Grant Spending

As part of the initial LEAP project start-up we have funded Business In The Community. This is the only organisation we have funded. All other partnerships are delivered on a free basis. Please refer to annex 3 for a list of all stakeholders.

Year	Dedicated PsIs Officer			Allocation	Housing & Worklessness Adviser			Allocation	Business In The Community			Allocation	Total
	2008/10 £	2009/10 £	2010/11 £	£	2008/10 £	2009/10 £	2010/11 £	£	2008/10 £	2009/10 £	2010/11 £	£	£
Funding Available	36,000	36,000	36,000	108,000	40,000	40,000	40,000	120,000	31,000	31,000	30,000	92,000	320,000
Estimated Spend	18,205	45,379	47,005	110,640	15,629	49,612	51,749	116,990	31,000	31,000	30,000	92,000	319,000

Future Service Development Objectives Options Plus

- Having established a highly effective service it was planned that we would develop housing options plus to encompass more outreach session targeting specific areas of identified need.

Identified Aims

- Need to develop a more accessible service by developing our outreach services
- To establish worklessness as part of general advice process and deliver training on this to all Housing Options team members
- To establish 3 way approach to domestic violence as a team resource and to promote to all relevant organisations.
- To integrate court representation into the service through individual representation and support of established court desk
- To promote mortgage rescue scheme within the service
- To provide training for the entire Advice team on Tenancy Relations work – training to be provide by the current trained Tenancy relations office. Standard templates for the process to be integrated to our Destin System

Housing Options Plus Advice Team Plan - Team Development Plan 2009/11

Below action set out (Options Advice Team Plan) is not funded through trailblazer

Action and Specific Task	Current Status and development	Time Frames	Responsibility for delivery	Critical Success Factors	Progress or Action
Look at IT and Website Advice promotion	To look into corporate online "live chat" style advice service	Development	Housing Service Housing Options Manager Housing Advice Team Leader	Budget and corporate agreement	Set up discussions
Court Desk – Court Representation	Shelter Training arranged February	Representation if support current court desk to be agreed April 2009	Shelter Training Housing Advice Team Leader	Resources/Time	Court training complete Court visits – shadowing to be arranged
Protocol with Leaving Care Team	Have extended age range for Throckmorton Yard	April 2009	Housing Advice Team Leader Leaving Care Manager	Understanding of each services limitations and demands	Meeting to be arranged
Home Options – assessment and Advice Development and integration	Planning	Commence April 2009	Housing Options Manger Housing Advice Team Leader Housing assessment Team Leader Home Options Team Leader	Service Plan Team plan	Advice Team Plan completed
Preparation for Audit Commission Inspection Looking at key lines of enquiry	Planning	Commence March 2009	Housing Options manager Departmental Team Leaders	Robust documented procedure Client focus Destin manual	Meeting with Project Officer to look at areas for development

Action and Specific Task	Current Status and development	Time Frames	Responsibility for delivery	Critical Success Factors	Progress or Action
3 Way Domestic Violence Pilot to be Formalised	Agreement from board of Community Legal Services	Board agreement December formal status by February 2009	Norfolk community Legal Services Leeway Women's Aid Norwich City Council - Housing Advice Team	Take up Advertising Regular dates 2 session per month	Meeting with NCC – NCLS and Leeway To look at other possible venues to promote DV session Also develop links with neighbourhood services and take on the most challenging DV cases from them
Worklessness Advice to be given by all team members	Discussion with Training provider Bill Seago Work plan for worklessness adviser	April 2009 training for whole team	Housing Advice Team Leader Housing Options Manager	Training Budget available	Meeting with Bill Seago London 22 January 2009
Develop external focus for Team	Looking at area in which we could delivery outreach services	April 2009	Housing Advice Team leader Housing Advisers	Development of relationships with external organisations That have identified need for a more specifically directed housing options service	Established session with connexions through Youth Homelessness Outreach session identified for Worklessness Adviser
Establish Mortgage Rescue Scheme within the Service	Attending Mortgage Summit 16 th January 2009 Team briefing 26 th Jan	February 2009 Team will be able to take on case for referral	Housing Advise Team Leader Housing Advisers Debt Advisers Orbit – zone Agent	Sourcing suitable debt advice service that is able to respond quickly to clients	To set up meeting with our in house debt advise service (currently only for tenants) Look at developing SLA with CAB

ANNEX 1 – Outcomes Worklessness

These initial projections/ outcomes for the first year were made following consultation with internal and external partners and Business In The Community.

Measures	Annual Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4
No of clients engaged – IAG referrals	50				
Number of clients completing a work focused action plan	35				
No of Clients referred to work focused activity	45				
No of Clients Numbers completing work focused activity	25				
Number of clients moving from Hostel to PSL	30				
Number of Training Providers engaged other than BITC	5				
Number of work focused Outreach Session held	50				
Number of Referrals to BITC	45				
Number attending the BIC Courses	25				
Referrals to other Training Providers	10				
Numbers attending other training Provision	8				
Number of clients completing training Total from all providers	35				
Numbers of clients moving into sustained employment (16 hours and 13 weeks)	10				

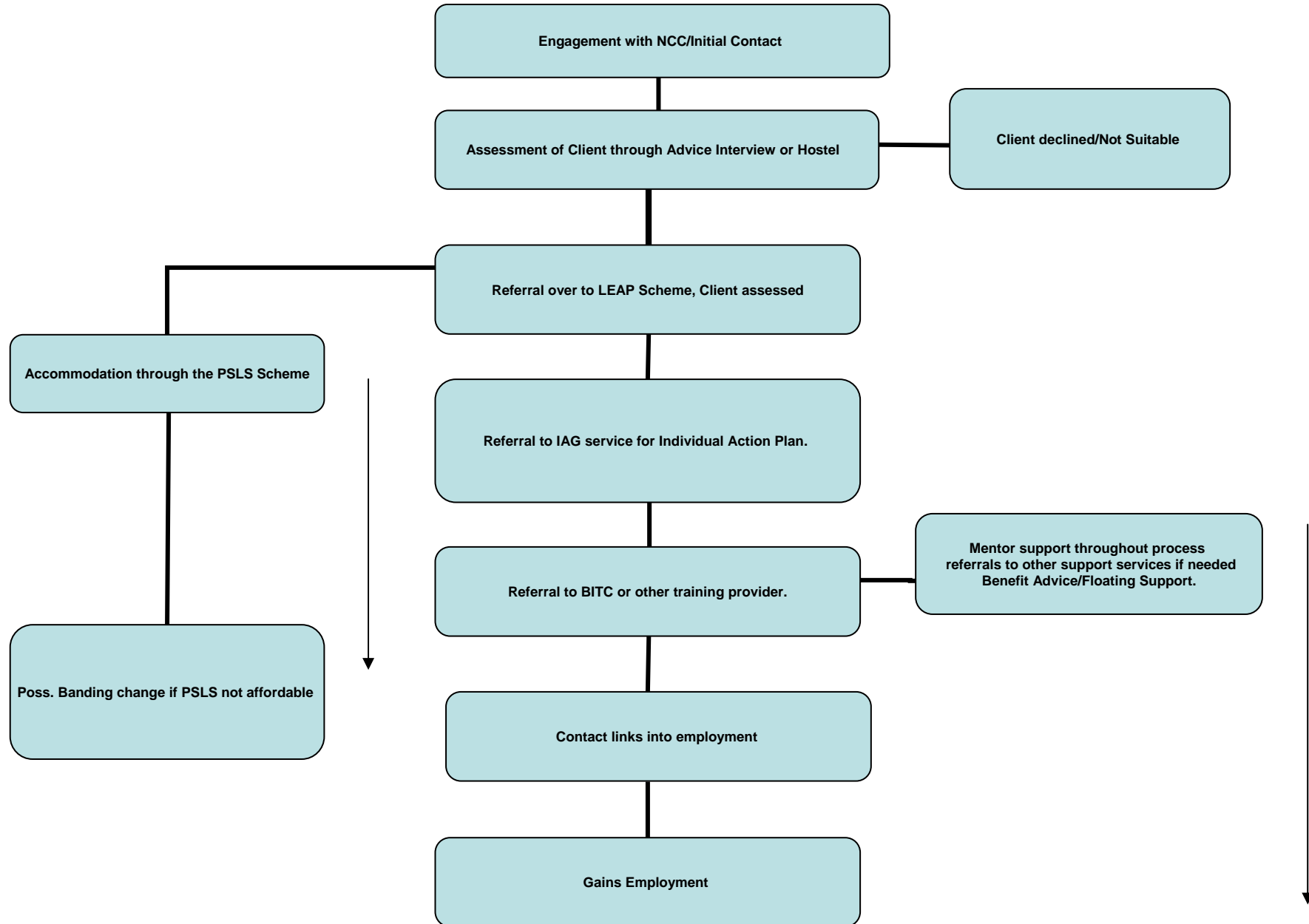
Annex 2 Outcomes Options Plus Existing Service

Measures	Annual Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 3
Accommodation Secured	240				
Prevented/delayed by 6 months	120				

Performance indicators for Advice and Worklessness

Performance Indicators	Description of Measure	Totals
NI 146	Adults with learning disabilities in employment PSA 16	
NI 148	Care Leavers in employment and , education and training PSA 16	
NI 151	Overall employment rate PSA 8	
NI 141	Number of vulnerable people achieving independent living CLG DSO	
N1 142	Number of vulnerable people who are supported to maintain independent living PSA 17	
NI 145	Adults with learning disabilities in settled accommodation PSA 17	
NI 147	Care Leaver in suitable accommodation PSA 17	
BVPI 213	Homeless delayed by 6 month or more through case work intervention	
BVPI 213	Accommodation secured through case work intervention	

LEAP – Learning Employment Accommodation Project



Key Stakeholders within LEAP

Business In The Community – <http://www.bitc.org.uk/>

Business in the Community is a unique movement of member companies committed to mobilising business for good through their corporate responsibility agendas

Meridian East - <http://www.meridian-east.org/>

Meridian East supports people who want to work, but face disadvantage when it comes to entering the employment market. We enable people to overcome their barriers and to realise their potential in work and training.

Sure Trust - <http://www.shaw-trust.org.uk/home>

Shaw Trust is a national charity which supports disabled and disadvantaged people to prepare for work, find jobs and live more independently.

Move On East - <http://www.themoveontrust.org/>

In partnership with a wide range of organizations, Move On East works across Norfolk to offer help, motivation and support to offenders to improve their ability to find either employment, take up a voluntary role in the community or to return to further education.

Connexions – <http://www.connexions-direct.com>

Offers advice on education, careers, housing, money, health and relationships for 13-19 year olds in the UK

Jobcentre + - <http://www.jobcentrepplus.gov.uk>

Provides help and advice on jobs and training for people who can work and financial help for those who cannot.

Stonham – <http://www.homegroup.org.uk/stonham/Pages/default.aspx>

Stonham is England's largest provider of housing and support for vulnerable people. We work with over 13500 socially excluded people every year.

The YMCA - <http://www.ymca.org.uk>

The YMCA is a leading Christian charity committed to supporting all young people, particularly in times of need.

City College – <http://www.ccn.ac.uk/>

Offering a range of educational courses ranging from further education to part time.

Adult Education – <http://www.norfolk.gov.uk>

Norfolk County Council Adult Education Services offer vocational courses to support individual and employer needs across a range of business areas.

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