

**Appendices**

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## The opportunity to have my say



- People will have more influence over the services they receive, and will be consulted on the issues important to them. This will mean:
  - Keeping them well-informed.
  - Being clear on the purpose and scope of consultation.
  - Consulting early enough to make a difference, with clear outcomes which are shared with all involved.
  - Promoting, supporting and broadening opportunities for engagement, actively seeking the views of people whose voices are not heard.
- The Council will be clear, open and honest about how decisions are made, and make it easier for people to work in partnership with individual Elected Members and the Council. This will mean:
  - Area-based Council-led forums will continue to play an important part, as will forums representing tenants in Sheltered accommodation and those representing leaseholders.
  - Tenant and resident led locally-based forums will be welcomed as these will further strengthen the voice of local communities.
- The Council Housing Service will help to build stronger communities by:
  - Working jointly with other Council services so that tenants and leaseholders can be involved in all aspects of their community.
  - Using and promoting the best ways of engaging with people in communities on Council housing matters.
  - Encouraging and supporting people to play an active role in their communities, and nurturing a sense of belonging.

# Joined-up services that better support me



- Households will be encouraged to share more about what they want from their new tenancy when they sign up.
- Households will be encouraged at sign up to pledge to become involved in the community in a variety of ways.
- Each household will have a 'key worker' who should develop a good relationship with the household.
- The 'key worker' will:
  - Focus on the needs of the whole household not just the tenant.
  - Work closely with carers and other family members.
  - Work with the household to identify problems at the earliest possible opportunity to prevent them getting worse.
  - Look for long term solutions not just immediate fixes.
  - Deal with the wider needs of the household, for example, loneliness and isolation.
  - Refer the household on to more specialised services where their needs go significantly beyond 'housing'.
- Services will be available through a network of local community locations and individual home visits from housing staff.
- Household needs will vary, but each household will receive at least one home visit each year.
- Housing, health and social care services will be delivered in a coordinated way that meets the needs of the individual household.
- There will be effective sharing of appropriate information between housing, health and social care services and referrals will be made and picked up efficiently.
- Housing services staff will have access to mental health services in order to support households.
- Joint training opportunities, knowledge transfer and shadowing between agencies will be promoted to improve the delivery of joined-up services to households in Council homes.



# A quick and effective response to Anti-Social Behaviour



- The Council and partners will work together to provide a quick and effective response to reports of Anti-Social Behaviour (ASB) with the aim of finding lasting solutions.
- The Council will deliver a victim focused Anti-Social Behaviour service and take all reports of ASB seriously.
- The Council and partners will develop a preventative approach to ASB.
- Swift and appropriate enforcement action will be taken where people fail to change their behaviour.
- Tenants and residents experiencing ASB will receive consistent and high quality advice, support and information from the initial complaint to the conclusion of the case.
- The way we identify and support vulnerable members of the community experiencing ASB will be improved.
- Each Council household will have a 'key worker' who will develop a positive relationship with the household with at least one home visit a year.
- Communities and community organisations will be supported to develop local solutions to community safety issues.
- More pre-tenancy work will take place with prospective Council tenants or those tenants who wish to move to reduce the likelihood of ASB occurring.
- Council Housing staff will have quick and responsive access to a range of additional services, including mental health services, to support households.
- A strategy will be developed to promote positive action and reassurance of the positive joint working between agencies and communities. This will be communicated.
- Expertise in managing ASB in Council housing will be shared to support non-Council tenants experiencing ASB.

# Clean, attractive neighbourhoods



- Communities will be encouraged and supported to keep their neighbourhoods clean and tidy.
- There will be a shared commitment to clean, attractive neighbourhoods using a Local Environmental Plan to capture proposals for improvements in the local area.
- There will be stronger, publicised enforcement action against people causing an environmental nuisance, for example littering, fly tipping, dog fouling and graffiti.
- There will be clear service standards for green and open spaces, shared areas and fly-tipping and rubbish, explaining what is the community's responsibility and what is the responsibility of the Council and its partners.
- Monitoring of service standards will be consistent, will be reported widely and will involve customers as well as partners.
- There will be a joined-up, collaborative approach to green and open spaces maintenance.
- There will be a value-for-money green and open space service that spends tenants' money on creating clean, attractive neighbourhoods for tenants.
- The provision of appropriate green and open spaces will meet the needs of the local community.
- All households will have access to recycling facilities.
- There will be more information and education for customers about waste and recycling to encourage people to take pride in their neighbourhood and love where they live.



# Easy access to services



- Our services will be relevant, good quality and will be delivered in a way that recognises the differing needs of our customers.
- One size doesn't fit all, so services will be delivered locally in a way that meets the needs of the customers who live there.
- One-stop solutions offering access to a full range of Council and housing services will be available in convenient locations.
- Housing staff will be more mobile, using technology to bring the service to customers' homes wherever possible.
- Services for Council housing customers will be more joined-up and customers will know who to talk to if they have a query.
- Customers will be digitally included through easy, convenient and attractive access to Council housing services online.
- Customers will be supported to access services online.
- Face-to-face communication will always be important to the services we deliver.
- When customers call, they will speak to somebody who is well informed and able to help.
- Customers will receive clear, understandable information from the Council Housing Service. This will be available in different languages and formats, including texting.
- The Council Housing Service will keep customers up-to-date with what's happening in their neighbourhood, using local media wherever possible.
- All complaints will be treated seriously and handled quickly and effectively.

# A home to suit my needs



- Good quality, clear and consistent advice and information will be provided to enable people to make informed choices about where they live.
- Customers will be supported to consider all housing options and find their own housing solutions.
- We will reduce the limitations on people's choice of where to live due to age and aspire to create communities where people of different ages live together successfully.
- More pre-tenancy work will take place with prospective tenants or those tenants who wish to move to ensure that aspirations and support needs are identified and links are made with the right services early.
- The opportunities for people to exchange their homes will be widely and routinely promoted as a way to find a more suitable property.
- Information relating to adapted properties will be clearer and more precise.
- Adaptations and assistive technology will be used to support people to remain independent in their own homes, balancing the needs of the individual against value for money.
- Where it is right for the customer, they will be supported to move to more suitable accommodation.
- Housing, health and social care services will be delivered in a coordinated way that meets the needs and supports the aspirations of the individual household.
- Factual information on allocations will be produced regularly and widely communicated to dispel myths and improve understanding.



# Well maintained homes and neighbourhoods



- Investment and tenancy management services will be joined-up in a way which supports our tenants and leaseholders – particularly the most vulnerable.
- Tenants and leaseholders will play an integral part in shaping and designing investment standards in the future.
- The Council will help to tackle fuel poverty by ensuring that homes are energy efficient and have a modern and well-maintained heating system.
- Homes and neighbourhoods will be safe and secure. They will also be disability-friendly wherever possible.
- We will improve all of our communal areas and ensure they are well-maintained in the future.
- We will ensure that our neighbourhoods are safe, attractive and well-designed to promote long-term sustainability.
- There will be a good quality, modern responsive repairs service which has high standards of customer care and health and safety, and which provides value-for-money. The repairs call centre will be effective and efficient, and workmen will carry the right tools and materials.
- Some simple repair jobs will be dealt with where appropriate by staff in the Council Housing Service. We will provide advice, permission and support to any tenant wanting to make minor repairs and improvements to their home.
- The Handy-Person's Service will be extended to all elderly and vulnerable tenants in the city.
- There will be effective stock management, which considers all the relevant information to help inform sound investment decisions. We will work closely with our partners to plan and sequence work.
- Vacant properties will be brought up to a lettable standard quickly, including the gardens. We will advise new tenants when any missed Decent Homes work will be completed to their homes.



# Making the most of our available income



- The Council will deliver a housing service that recognises its tenants' and leaseholders' individual circumstances. Our approach to income collection and arrears recovery will reflect this, and we will continuously look to build on and improve the services we deliver.
- Housing staff will provide good quality financial advice to current and potential Council tenants and leaseholders. We will work with them to help maintain stable occupancy of their homes. We recognise the benefits this can provide for young people in particular.
- Telephone calls from tenants and leaseholders with queries about their rent, Council Tax or benefits will be dealt with efficiently. Staff will have high customer care standards and will provide a friendly and knowledgeable service.
- Access to knowledgeable in-person advice and support about financial issues including benefits will be available.
- The Council will promote and support initiatives and services, such as the Credit Union, that help its tenants and leaseholders become more financially resilient.
- Council services will aim for a coordinated approach to debt recovery that benefits tenants, leaseholders and the Council. This will include sharing information across different parts of the Council and an awareness of all the debts a tenant may have.
- The Council will recover its debts and will use effective and efficient income collection methods to achieve this. We would like to see tenants' and leaseholders' debts to the Council at the lowest possible levels.
- The Council recognises the challenges that benefits reforms bring and will help our tenants deal with these as much as we possibly can.

## Appendix Two - Proposed Neighbourhood Team and Ward Structure

CHS Area	Ward	CHS homes	LAP	MAST	Main CHS Neighbourhoods
1	East Ecclesfield	4,300	Northern	North	Chapelton, Ecclesfield Parson Cross
	Stannington		Northern	North	Stannington, Worrall
	Stocksbridge/ Upper Don		Northern	North	Stocksbridge, Deepcar, Wharcliffe Oughtibridge
	Thorpe Hesley		Northern	North	Thorpe Hesley
	West Ecclesfield				Chapelton, High Green
2	Burngreave	3,310	North East	North	Burngreave, Firshill, Grimesthorpe Pitsmoor, Southey, Longley, Wensley Page Hall
	Shiregreen / Brightside		North East	North	Wincobank/Brightside
3	Firth Park	4,050	North East	North	Firth Park, Parson Cross, Southey Longley, Wincobank/Brightside
4	Southey	3,630	North East	North	Binstead, Foxhill, Parson Cross Southey, Longley
5	Arbourthorne	6,500	East	East	Arbourthorne, Gleadless Townend Heeley, Norfolk Park, Ridgeway
	Darnall		East	East	Darnall, Handsworth, Tinsley
	Manor Castle		East	East	Manor, Skye Edge
	Richmond		East	East	Basegreen, Intake, Stradbroke
6	Beighton	5,500	South East	East	Beighton, Hackenthorpe Basegreen, Birley
	Birley		South East	East	Charnock, Hackenthorpe
	Mosborough		South East	East	Halfway, Old Mosborough Westfield, Waterthorpe
	Woodhouse		South East	East	Woodhouse, Ballifield
7	Beauchief and Greenhill	6,600	South	West	Batemoor, Greenhill Jordanthorpe, Lowedges
	Gleadless Valley		South	West	Gleadless Valley, Heeley
	Graves Park		South	West	Meadowhead/Painted Fabrics Norton Woodseats
	Nether Edge		South	West	Abbeydale/Beauchief
8	Broomhill	5200	Central	West	Broomhill, Uppertorpe
	Central		Central	West	Broomhall, City Centre Highfields, Lowfields, Lansdowne
	Hillsborough		Central	West	Hillsborough, Winn Gardens
	Walkley		Central	West	Langsett, Netherthorpe Uppertorpe, Walkley
	Crookes		South West	West	Broomhill/Ranmoor/Tapton Hill Crookes
	Dore and Totley		South West	West	Dore, Totley
	Eccleshall		South West	West	Eccleshall
	Fulwood		South west	West	Westminster



## **Appendix Three - A Day in the Life of a Housing+ Officer....**

My responsibility is to oversee the housing management for 250 properties in the Parson Cross area of Sheffield. There are a mix of houses, flats and a few much desired bungalows within the area. The customer base is mixed with families, mainly singles and couples in the flats and older residents in the bungalows.

### **8.30 start....**

My working day starts between 8.00 and 8.30am and I often begin work in the hub office where I have an opportunity to review emails, catch up with other team members and review the information I need for the day ahead. No two days are the same and although there are some routine elements to the work the nature of dealing with customers is that they are all different and have differing needs at different times!

While I'm in the office I review the properties that are likely to be coming empty in the next few weeks and check whether the keys are back for the 1 property where the tenancy was due to end yesterday. They aren't back so I'll need to schedule a visit to check whether the tenant has left or not and if there's anything further that we can do to help the family in question.

### **9.45 leave for first visit...**

By 10.00am I'm out on site carrying out my first visit of the day. Mr & Mrs Hall moved into their property last week and we've agreed that I'll call today to carry out the new tenancy visit and complete the Housing + Plan with them. The idea of the plan is to provide a framework to discuss information about the family and any additional support needs they might have to ensure that their tenancy is successful. Although from Sheffield, the family are new to this area of the city and we spend some time talking about the services and facilities that are available locally as well as the details relating to their tenancy. Mrs Hall hasn't worked for a while and is quite keen to get back into some paid employment now that her children are attending school. I discuss the possibility of her carrying out some volunteering work and suggest that as a starting point she may want to visit her local TARA. I provide her with the TARA welcome pack and let her know that I'll be attending the next TARA meeting if she's able to come along. She seems quite keen so I'll schedule a follow up phone call before the next meeting as a reminder. Overall the visit takes just over 1 hr as there were quite a lot of issues to discuss. I've managed to capture most of the information on the system as we were talking but I'll need to tidy up a few bits and pieces later and carry out some follow up work.

### **11.15 next visit...**

I then visit Mrs Price, an elderly resident who called in to the local TARA office last week worried about the increased energy costs she's facing for her 3 bed house. I have checked the tenancy records and Mrs Price now lives alone in the property that she's rented for the past 35 years. I'm glad of the chance to be able to visit as she's been a really low user of our services over the years and we know very little about her or her circumstances. It gives me an opportunity to use the Housing + Plan to instigate a discussion around housing needs – it's clear from the visit that Mrs Price isn't managing in such a large property now that her family have left. Although Mrs Price is still coping with her own personal care and manages to get around she says that she feels as though she's becoming more isolated since her husband died earlier in the year and things are getting more difficult as she's getting older. The property isn't well maintained internally. I talk to her about the increasing bills that she's facing for her home and this leads to the possibility of her downsizing and a discussion about the Council's Smart Move scheme. She says that she'd be keen to look at the options for this so we complete her registration online there and then. I ask if she'd be happy for us to review her current financial situation while I'm there to ensure that she's receiving all the money that she's entitled to. Mrs

Price has always paid full rent so has not come to our attention through welfare reform changes. It appears as though now Mrs Price's income has reduced following the death of her husband that she would be entitled to claim some benefits. Finally, we talk about the social activities in the area which could help with the isolation. I advise of a coffee morning that takes place in the local sheltered scheme on a Wednesday and the Silver Surfers IT group at the local library that is keen to find new Members. She agrees to think about these, but I'll pop in again in a few weeks to see if she's taken up the activities and check on the re-housing status.

### **12.15 property inspection...**

On leaving the Mrs Price I call at the property where the keys should have been handed back. There's no answer so I have a look through the windows to check if it's been vacated. There's still furniture in there although it looks as though the tenants are in the process of moving as there are a number of bags and boxes stored in the lounge. As there's no one home I leave a card asking them to contact me urgently and will talk to my Supervisor about next steps when I get back to the office. While I'm there the neighbour comes out to tell me that she's been having problems with the occupants of the house for a while and had been waiting for me to "be out and about" so she could just have a word rather than have to make an official complaint. People are often reticent about making formal complaints about their neighbours for fear of reprisals, but it's important that they understand that without their eyes and ears, particularly out of hours we wouldn't know about some of the problems that tenants face. We chat for 15 minutes about some of the problems that the neighbour has faced and agree that I'll get back in touch once we know more about whether the occupants have left or not. A lot of the time you start talking to people and other things come up.

As I'm walking down the street another resident stops me to make an appointment. I check my diary and agree that I'll call tomorrow afternoon. It's quite common to get stopped while I'm out and about on the estate.

I notice that one of the entrance blocks to the flats has been graffitid and decide to have a quick scan inside while I'm here to see if there are any other issues. The rest of the communal areas are generally fine although I notice that someone has left their rubbish bags outside their doors as opposed to taking it to the bin stores. I knock on the door and speak to the tenant directly. She says that she was just leaving it there until she needed to go downstairs and will remove it at lunchtime. I explained that it's important that rubbish is not left on the communal areas because of the health and safety risks and asked that in future she keeps her rubbish inside until she's able to take it downstairs. I email through the graffiti removal request to the estates team for action.

**Finish on site at 1.15pm and back to the office for lunch break.**

### **2.30pm meeting...**

After lunch I attend a local neighbourhood networking meeting. I instigated the meetings when I started working on the patch as I thought it was important that I knew who was working here and who I needed to contact for support and services for tenants in my area. The meetings take place monthly and allow all the agencies working in the area to come together to discuss issues and future plans. I've found them really useful in getting to know my area, who's in it and what's going on. The topics of the meeting today range from publicising a free football course for children in the area to how we can best make use of some vacant shop units that have been a target for vandalism. The Local police community support officer says he has been talking to a community organisation about using the units and I agree to talk to the TARA about possibly joining with them to use the units as an office base. I also make a note to include the football course in my next community newsletter which I produce every two months.



#### **4.00pm site visit ....**

On leaving the meeting I check the state of grounds maintenance – there's different forms to complete depending on the time of year but I can get access to them all now via the mobile IT which is an improvement on how it used to be! I need to check 3 green spaces for the standards of the grass cutting as I know that the contractors were due to be out last week. On checking it looks like there must have been a problem as none of the areas have been cut and are considerably overgrown now. I'm approached by a resident whose property borders the area and complains that the Council aren't doing enough to maintain it and it's becoming an eyesore. I share the schedule of grass cutting with the resident and explain that I'll be chasing the matter up as the cut is overdue. He remains unhappy about the standards of the green areas in general. I explain that in the current climate there's no possibility of more regular maintenance but that perhaps we can explore whether there's more that the Community can do. I agree to raise it at the next local Environmental Forum that I attend and the resident says he's happy to get involved but only if others are also prepared to do their bit!

#### **4.45pm back to the office...**

I return back to the office at 4.45pm. Just enough time to follow up on the days work with some emails and paperwork and check on progress for some other issues that I'll be picking up tomorrow.

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## Appendix Four – Summary of Consultation Results

### 1. Housing+ Consultation

1.1 During November the Housing Service carried out a variety of consultation activities with both customers and staff. The consultation was intended to test 6 of the key principles and proposed features of the Housing+ role. The outcomes of the consultation were fed into the development of the Housing + Proposal

#### 1.2 Activity included

- Discussions at Local Housing Forum and Sheltered Board meetings
- A survey for customers. This was carried out online, in person, by post and by telephone. The telephone survey was targeted at high service users and those who may benefit most from the Housing+ model – including those with rent arrears, high repairs reports, reporters and subjects of anti-social behaviour and those tenants with a general high level of service contacts.
- A survey of staff in the Council Housing and other relevant Council services.

1.3 The survey figures below include the 929 customer surveys received by the closing date. These numbers are statistically significant, in that they can be taken as representative of the views of tenants as a whole. We were really encouraged by the interest shown in the proposals and overall views from the survey suggest customers are in favour of housing+.

### 2. Who responded to the consultation?

2.1 The figures to date suggest that the consultation has been successful in reaching a diverse audience.

- 10% (96) of people said they were of a BME background compared to 15% of tenants as a whole. 19.9% (185) did not give this information.
- 27% (248) of respondents consider themselves disabled compared to 33% of tenants as a whole. 5% (45) did not give this information.
- The age profile of respondents is also encouraging, and compares reasonably well with the profile of tenants as a whole.

	<b>Survey response</b>	<b>Tenant profile</b>
<b>Under 25</b>	<b>5%(48)</b>	<b>6%</b>
<b>26-45</b>	<b>34%(311)</b>	<b>31%</b>
<b>46-65</b>	<b>39%(364)</b>	<b>31%</b>
<b>66-85</b>	<b>18%(165)</b>	<b>26%</b>
<b>86+</b>	<b>1%(6)</b>	<b>6%</b>
<b>Age not given</b>	<b>4% (35)</b>	

People across all housing areas in the city have responded via their Local Housing Forums.



### 3.Summary of main themes of the feedback

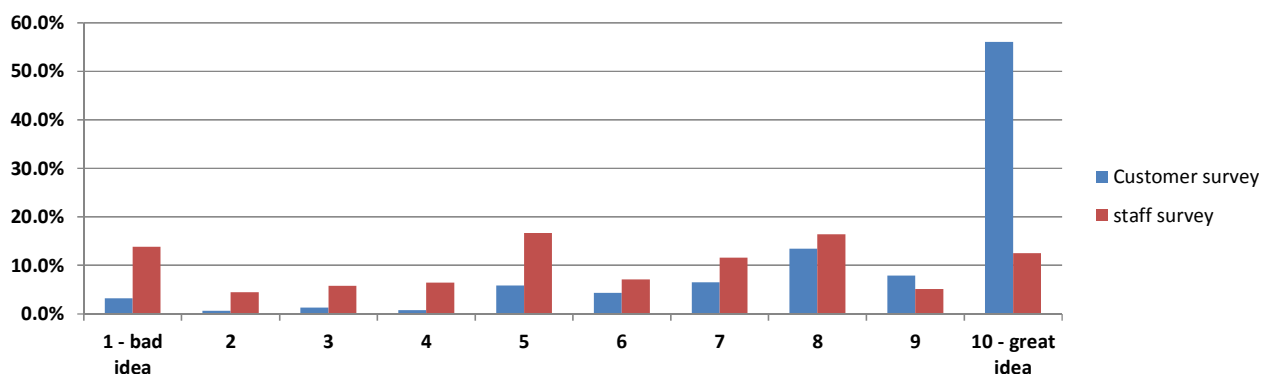
#### Question 1 – Named officer contact

If you need to contact the Council about housing issues, currently, you may have to deal with a range of different staff depending on the issue you have, for example rehousing, anti-social behaviour, rent issues, etc. We would like to give you a named housing officer to contact with any housing or Council queries.

Customer Survey – 924 responses, average 8.5

Staff survey – 311 responses average 5.8

**Range of responses to Question 1 (%)**



This was the question where staff and customers were furthest apart in the score they gave. Customers were very positive. Two key reasons were to avoid the experience of being passed around different parts of the service and to build a more personal relationship with a member of staff.

- Excellent idea. It helps for continuity of service if any more issues arise
- Makes the service more user friendly as I suffer from depression and anxiety and find it difficult when there are numerous people
- A named person would make things easier as often we are passed from pillar to post and end up speaking to different people every time we ring
- I'm a Housing Officer in Rotherham where we use this approach. Customers prefer it and it's much easier to manage from a work point of view too.
- This is great idea, when I was trying to sort a problem out 6 people later still did not get an answer, only that I needed to send a letter to somebody in Manchester.

However customers also wanted a Housing+ officer to be able to deal with their issues.

- Good idea to have a named person IF they are empowered to take action.
- Little point in having a named person if you then get passed onto the other people.

People made different assumptions about what the one named officer means –some assumed it means they can only contact one person and raised questions about capacity and cover. Future communications should make clear that the call centre and in person services will continue.

Some cautioned about the logistics and the level of knowledge required of staff.

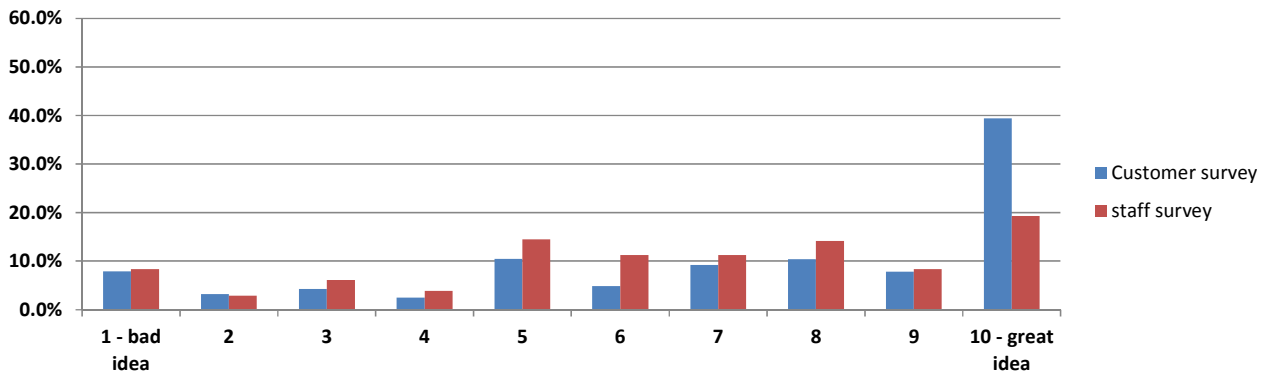
## Question 2 – Annual visits

At the moment we respond to requests for help and support as they arise and don't routinely visit all of our tenants. We would like to visit you at least once a year to discuss your housing needs and wider ambitions and see how we can help you.

Customer survey – 924 responses, average 7.3

Staff Survey – 311 responses, average 6.5

**Range of responses to Question 2 (%)**



A good proportion of customers welcomed this, 39% gave it a '10 – great idea' rating. It was seen as particularly suitable for elderly or disabled tenants.

- Visits, especially to the elderly would make them feel more supported and cared about.
- Due to disability, this could be useful.
- good idea as I am 81 and never see any one from the council
- Good idea. it will ensure that those less vocal or able to represent themselves do not "slip through the net".
- This develops a relationship with tenants and housing officers which has been lost in recent years.
- On visits it will also help the council to identify any special needs a tenant may have, they may not realise you provide a service they need.

Many thought it a valuable way to check other tenants were meeting their tenancy conditions.

- This can used as an insight into checking on the treatment of the Council's investment. Could also unearth problems that tenants are afraid to talk about
- I would think that from the Council's point of view this is a good way to check people are complying with tenancy agreements!

There was some concern about the use of time and the need to accommodate people who are not available in the working day.

- Again, this is a great idea. However it will require a great deal of time and resources to visit all council tenants in Sheffield so it might be more realistic to offer this to all tenants who



want it.

- I work full time and you'd have to come late evenings or weekends

One strand of opinion sees the idea as either intrusive or unnecessary for them.

- People may see this as the council spying or interfering, perhaps an opt out may be incorporated, otherwise a good idea.
- I do not think it is a good idea, because I personally do not like people visiting my home.

Staff views are along similar lines, though the concern about intrusion comes though more strongly than it does in the customer survey.

- Again, good for the tenant, but not for the rushed off their feet Housing Officer.
- Good idea for people who need help but I personally would not want a visit from Housing if I pay my rent on time; carry out my own repairs; do not cause nuisance; work full time; and give access for programmed work to be carried out.

Only a few customers or staff picked up on the wider ambitions part of the question. The staff who did tended to not think this was a good idea.

- Talking about wider ambition is giving them false hope that we can deliver something we cannot
- As a social housing tenant and I would find it inappropriate & intrusive to be asked to discuss my wider ambitions.
- Would this then mean that a lot would be put onto one person for a particular area
- If the Housing Officer will only signpost tenants to other departments or the call centre for more information then it will defeat the object and the service will only be lip service.

Staff were more cautious. There was some concern about losing specialist knowledge and the ability to advise on the whole range of areas the officer will cover.

- This will depend whether we are just putting another link in the chain for the customer.
- Although it may sound very comforting to the public to think that they have one officer to deal with their problem, in reality I feel that the officer may only be able to deal with very basic enquiries and then have to hand over any on-going work to the specialist team.
- This is a good idea providing that the patch sizes are small enough for the officer to have enough time to deal with all queries.
- Could be a great idea if the officer is effectively trained and not a 'jack of all trades'
- Yes I like this idea of getting to know your tenants. It will make it a lot easier for our customers and that's what we are here for at the end of the day.

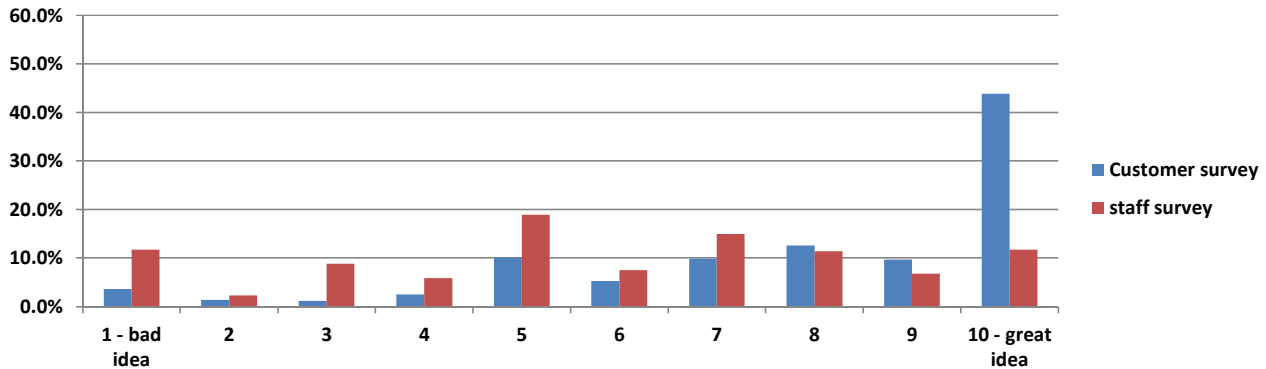
### Question 3 – Home appointments

At the moment you may have to call into our offices if you wish to discuss any issues that you have with your housing. This may include reporting anti-social behaviour, requesting an adaptation or finding out more information about community activities. In the future we would like to offer you home appointments so that you don't have to visit our offices when you have something that you need to discuss with us.

Customer survey - 913 responses, average 8.0

Staff Survey - 307 responses, average 5.8

#### Range of responses to Question 3 (%)



Question 3 tests the idea of Home appointments, and was another where there was quite a difference between the view of staff and customers. 44% of customers gave this a 10 – great idea rating, as opposed to 12% of staff. Customers like the idea because of the personal aspect, the confidentiality and the convenience for customers with disabilities. However many made the point that for some issues the option of a meeting outside the home should be retained.

- It's a great idea because if you can't get out you can't be seen and won't be heard
- Could make delicate matters much easier
- This is a good idea for people who are disabled
- Some issues I may not wish to discuss at home
- Great idea especially for disabled & people with mental health and mobility problems.
- Can understand this service being available to certain groups e.g.; disabled, elderly etc. but seems waste of resources to widen this.

While many staff were positive, most also raised logistical and health and safety concerns.

- The home visits for enquiries should be only available for people with mobility needs
- home visit to able bodied tenants for basic queries would not be cost effective
- It is more cost & time effective for the customer to come into the office
- Putting staff in danger if visiting alone
- We can visit now
- Good idea, as long as there are enough staff available to meet this requirement.
- May be a good idea for people who work and cannot get in to the office.



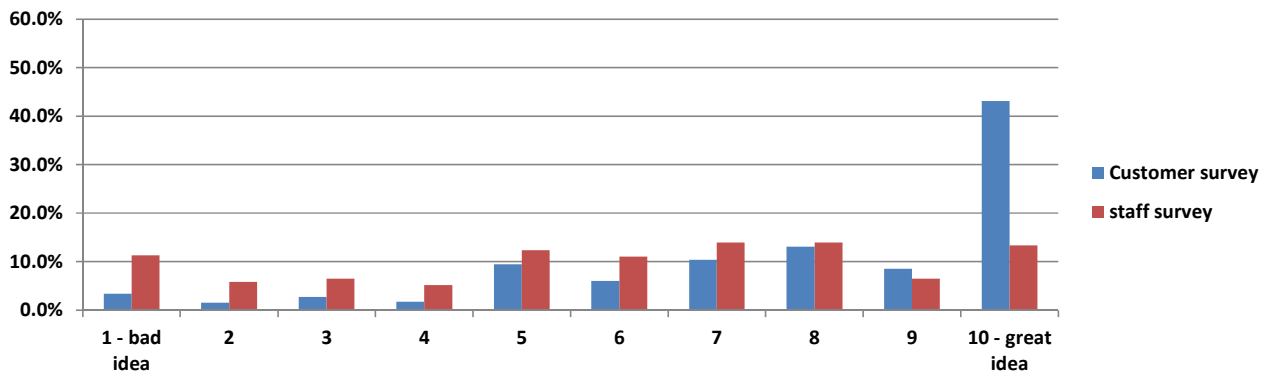
#### Question 4 – ‘Plus’

We would like to provide advice and support to access a range of services – not just housing, for example care and support or signposting people to employment and education services.

Customer survey – 912 responses, average 7.9

Staff Survey – 308 responses, average 5.9

**Range of responses to Question 4 (%)**



Question 4 tests the ‘Plus’ side of Housing+. 43% of customers thought this was a great idea, compared to 13% of staff.

Customers liked the idea of help to navigate the ‘maze’ of other services, and can see the advantages of help from somebody they already talk to about housing issues.

- Yes, some people just don't know where to start
- Linking up would be fantastic as a lot of issues revolve around other problems not just housing issues.
- This is a good idea if staff and resources are available
- Working with other agencies will be beneficial to all.
- Yes as a pair of Disabled Tenants we would welcome this idea.
- Signposting and referrals, inter-agency working, welcome to the 21st century
- At the moment it is easier to navigate around Hampton Court Maze than find the right person to talk to in the Council.
- We currently do this in the fire service; this would help partner organisations work in a more joined up manner and allow access to sharing of information. By sharing information it allows different services to identify and support vulnerable people.

There was also a strong feeling that this should not be part of the housing officers remit, that it would duplicate what other services provide or that the demands on officers would be too much.

- Not sure, are you not duplicating what so many organisations across the city do?
- Housing should just be housing problems and advice
- Puts more pressure on officers - they may need special training to be able to offer all council services

Staff feedback tended to raise similar issues, and also focus on the response from services outside housing.

- Whilst it would be good to offer this service, in practice it may be difficult to take on more functions given the probable increased workload of a housing plus officer.
- Let's do one thing, Housing, well rather than lots of things badly.
- This would be better done by the organisations that specialise in these matters.
- A clear network needs to be established with clear links to other services within SCC

Though some also pointed out the potential benefits, and also that a lot of this work already happens.

- This is a good idea and is something that is already in place to an extent.
- A gateway service would be a good thing because as a customer sometimes you do not know where to start.
- As long as the cut off points are managed between Housing and other services then this could be really positive.
- Some of this tenancy management currently undertake , but perhaps not in a co-ordinated way

DRAFT

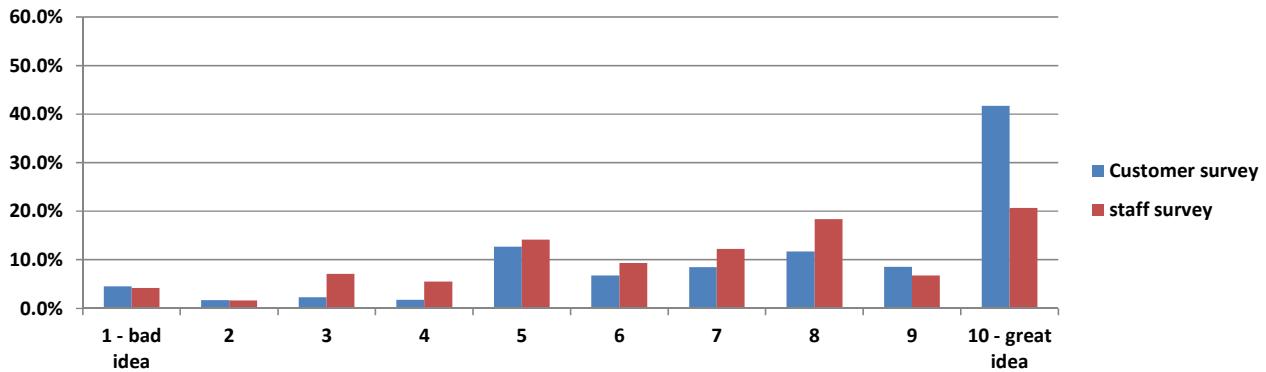
## Question 5 – Help to access online services

We would like to offer tenants help and support to access services online.

Customer survey – 914 responses, average 7.7

Staff Survey – 310 responses, average 6.7

Range of responses to Question 5 (%)



Question 5 is an offer of help to access online services. For a lot of customers and staff their responses are guided by hostility to the Digital by Default principle.

- I scored this low because I personally do not like doing things online
- What about those not interested in going online, don't forget its a permanent cost to be online.

Some were enthusiastic about the principle.

- As most things seem to be going on-line these days, especially benefits this is a good idea.
- I am aware, however, that there are still a great many people without Internet access and who do not know how to use computers - so such an idea will improve access to self-serve services.

And some see the potential of furthering the wider digital inclusion agenda.

- Good idea but many tenants digitally excluded or only have internet access via phone-sometimes issues with data costs. Need to ensure places on estates where customers can effectively access IT
- A computer with an internet connection in the communal are of every (sheltered) scheme would be better.

But among those who were generally positive there was some concern over the practicality.

- Could be too time consuming for H+ officer to show tenants individually how to access services online. It takes regular sessions before people can do it themselves.
- Once again a good idea in theory but practically probably not as easy as it sounds

Several staff wanted more detail about how this would work.

- How? More terminals in Area Offices? More staff with laptops visiting customers at home?
- Depends what level of support you mean.



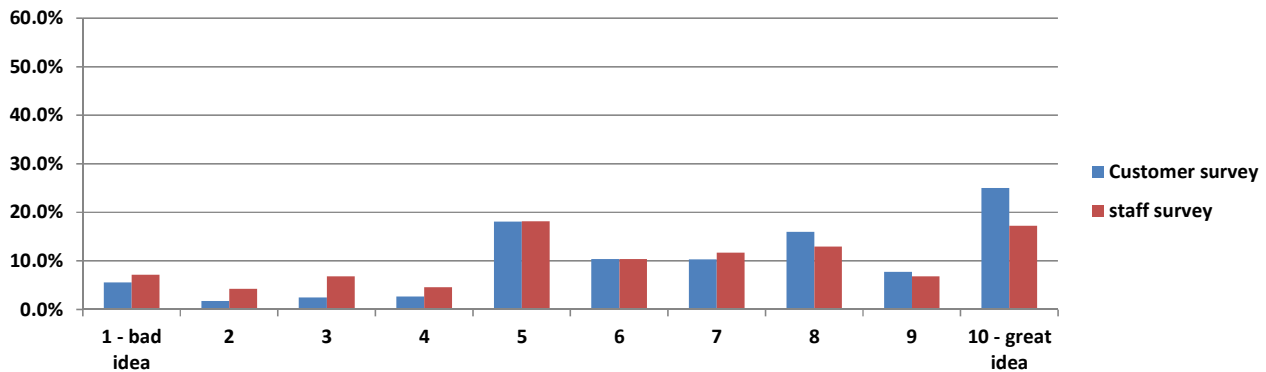
## Question 6 – Alternative locations

We would like to deliver our services through alternative community locations and places where people already access other services. This might mean changing the opening hours of some of our offices.

Customer survey – 904 responses, average 7.0

Staff Survey – 308 responses, average 6.2

Range of responses to Question 6 (%)



Question 6 tests the idea of delivering services through alternative community locations, but cautions this might mean changing the opening hours of some of our offices.

Customers gave this question the lowest average rating, 7.0.

Some customers were concerned about changes to the existing in person service

- This sounds like a cost cutting exercise to enable you to sell off the current locations!
- I am suspicious. Could work but again sounds like an excuse to cut staff.

The most common response was a cautious welcome for a more accessible service, depending on the detail.

- Good idea in principle but depends what the hours would be.
- Good Idea, what about weekends?
- Need somewhere local to contact important services - it is difficult at the moment.
- Yes, if it suits local people - why don't you involve them in the planning?
- I don't see why some of these services cannot be delivered via a library or even some of the larger medical practices. A lot of areas have community rooms which are well used so these could be utilised.
- Yes - Area offices are remote from some people at the moment.

Staff raised similar questions, but there was also enthusiasm about providing a service that is more accessible to some tenants.

- Ensure that there is a need and you don't waste time and resources on a white elephant
- What about 'pop up' surgeries in supermarkets, markets, health centres?
- This is a good way to utilise other venues that we may already own/use. The downside is that we would have to be careful to make sure people know why the changes are taking place, and what the 'replacement' option is.

## Appendix Five - Activities for Neighbourhood Teams taken into account when determining provisional 'patch' size

No	Activity	Summary of activity (snapshot unless stated)
1	<b>Annual visit Tenancy Issues</b>	The number of tenanted properties in the ward, less the number of terminations (see 14 below)
2	<b>Annual visit 'Plus'</b>	Additional time for 'Plus' activities e.g. 'Healthy chat', local info, employment and education
2	<b>Annual visit</b>	Additional time for annual visit for larger households (Oct 2012 snapshot)
3	<b>Language needs</b>	Time with tenants with language needs (snapshot 2012 data)
4	<b>Vulnerability</b>	Number of active vulnerability cases within the ward (12-13).
5	<b>Younger tenants</b>	The number of tenants under 30 within the ward.
6	<b>Arrears</b>	Allowance for time spent with tenants in arrears.
7	<b>Welfare Benefit reforms</b>	Time with tenants likely to receive Universal Credit.
8	<b>Evictions</b>	The number of households evicted within the ward (based on forecast for 13-14)
9	<b>TARA's</b>	The number of TARA's within the ward boundary
10	<b>Graffiti and fly tipping</b>	Small allowance for officer to report. (12 -13 Data)
11	<b>Grassed areas</b>	Small allowance for officer to check and report problems. Based on number of grassed areas CHS responsible for within the Ward boundary
12	<b>Repairs</b>	Small allowance for following up repairs not completed in first visit (estimate based on 12-13 data)
13	<b>ASB</b>	Number of cases in the ward 12-13 that would be the responsibility of the Neighbourhood Team.
14	<b>Turnover</b>	The number of tenancy terminations per ward (12-13 data)
15	<b>Priority cases</b>	The number of rehousing priority cases opened for households in SCC properties within the ward
16	<b>Tenancy Management Cases</b>	The number of tenancy management calls open within the ward, that would be the responsibility of the Neighbourhood team.
17	<b>Leaseholders</b>	Number of leaseholders within the ward.

## Appendix Six – Equalities Impact Assessment

<b>Name of project:</b>	Housing+
<b>Status of project:</b>	Existing
<b>Author of EIA:</b>	Sally Butterworth (Operations Manager, FoCH Project Team)
<b>Service:</b>	Housing Commissioning
<b>Portfolio:</b>	Communities
<b>Date:</b>	January 2014

### 1. What are the brief aims of the project?

1.1 Housing+ is a key part of the Future of Council Housing (FoCH) Programme. The overarching aims of the FoCH Programme are to:

- a) Achieve better outcomes for individuals, families and communities through joint working between Council housing services and other Council and wider services.
- b) Strengthen democracy and involvement, and effectively engage a broad range of tenants from all age groups, ethnic backgrounds and geographical areas.
- c) Optimise value for money through a 'right first time/one stop' response to customers and reduced duplication of activity.
- d) Maintain top quartile performance.
- e) Engage affected staff in the change process and maintain morale.

1.2 Since the original aims of the programme were agreed, significant progress has been made as a result of the Service Design phase to develop a future vision for the Council Housing service. This has been achieved through intensive work carried out by 8 Service Design Project Groups consisting of both customers of the housing service and staff both within housing and the wider council services.

A summary of the vision is outlined below:

- Local community-based approaches to delivering services
- Support for tenants and their families to define their aspirations, independently manage their own health, well-being and housing circumstances and improve their household resilience
- More pre-tenancy support for applicants
- Better joined-up working between Council services to support tenants more effectively
- Taking a 'whole household' approach, and building better links with GPs and other health staff
- Building community resilience by encouraging more 'grassroots' involvement of tenants
- Well looked-after and effectively managed estates and neighbourhoods
- More budgeting advice and support for tenants
- Protecting the Decent Homes investment to deliver the HRA Business Plan

1.3 13 Staff Working Groups were subsequently tasked with considering in more detail how the above visions could be delivered in practice through a model that we are calling Housing+.



1.4 The Staff Working Groups have now completed their work and their recommendations form the basis of the Housing + Business Case. Each of the Groups has provided detailed proposals for how their particular area of the service could be delivered in a way which meets the ambitions and visions of tenants and Cabinet Members. Each of the Working Groups has considered the equalities impact of their recommendations and these are included in the tables below.

## 2. EIA Progress update

2.1 An initial Equalities Impact Assessment (EIA) was carried out at the beginning of the Future of Council Housing Programme along with further EIAs to cover the consultation design and delivery; and a TUPE Equalities Impact Assessment for the transfer of Sheffield Homes staff back into the Council. A commitment was made to develop a further EIA following the completion of the Service Design phase of the programme and to support the implementation of a new model for the housing service.

2.2 During the Service Design phase a number of the groups considered service delivery issues which had an impact on specific protected groups. These issues varied depending on the theme being discussed and the client group in question. Following the consideration of all of these issues each service design group developed a series of Vision statements to capture the outcomes of how they wanted a future service to be delivered. This has formed the basis of Housing+.

## 3. Are there any potential Council staffing implications, including workforce diversity?

3.1 There will be an impact on staff as a result of introducing Housing+. Staff impacted by these changes will see a difference in their working practices. Housing+ will require Council Housing staff to work more flexibly across existing housing disciplines and tailor the way that they deliver services according to the needs of the household. There will be a requirement for Housing+ staff to adopt a mobile working approach where the majority of the time is spent out on their patch and more limited time spent at fewer fixed office locations, with access to local “touchdown” and welfare facilities. It will also require a shift in the boundaries between existing Area-based and ‘Central’ teams and potentially changes to policy, procedures and ‘handover’ points. There will be a need to review some existing job roles to facilitate these changes and a resultant need for a Managing Employee Reductions/Achieving Change process. In order to deliver the proposed Housing+ service, staff will require a programme of training to support them in any new roles.

3.2 The latest workforce diversity profile that we hold for the Council Housing Service is as follows:

- Sex: 44% male, 56% female
- Disability: 11% consider themselves disabled
- Ethnicity: 7% BME
- Age: 6% 16-25yrs  
46% 26-45yrs  
48% 46-65yrs  
0% 66yrs+

3.3 All teams and services in the Council Housing Service are within the scope of this phase of the project and as this is the case it is not anticipated that Housing+ will have an impact on the overall profile of the workforce or that any particular group will be disproportionately disadvantaged. However, there are a number of HR issues which will arise as part of the implementation of Housing+ (listed in the Business Case) and any resultant Achieving Change processes will be supported by an EIA which will need to be monitored to flag any equality issues.

3.4 A major part of the project will be a significant programme of staff, customer and partner engagement in designing and delivering the Housing+ model. An initial consultation exercise based around an online survey was carried out with staff during November 2013 asking them to score the principles of Housing+ and make comments around the proposals. The results of the survey flagged that the main concerns raised by staff were around the logistics of how the housing+ model would operate, including the ability to provide effective cover and the expansion of the role to cover more than a core housing offer. Some of the comments raised by staff include:-

- “Would one person be able to handle ALL the issues?”
- “This is a good idea providing that the patch sizes are small enough for the officer to have enough time to deal with all queries.”
- “Whilst it would be good to offer this service, in practice it may be difficult to take on more functions given the probable increased workload of a housing plus officer.”
- “A clear network needs to be established with clear links to other services within SCC”
- “This is a good way to utilise other venues that we may already own/use. The downside is that we would have to be careful to make sure people know why the changes are taking place, and what the 'replacement' option is.”

3.5 The proposals have been amended to take account of these concerns and details of the proposed structures can be found in the Business Case. In addition there has been a regular dialogue with the Staff Link Group to allow them to comment on and challenge the Housing+ model as it has developed.

3.6 It is recognised that the nature of the Housing+ role (where staff are spending the majority of time on their patch) may have an impact on particular groups of staff, particularly where staff are currently mainly office based and have reasonable adjustments. It will be important that this is taken into account through any Achieving Change process and we are committed to developing individual plans to enable staff to carry out this new role with reasonable adjustments. However, if for any staff member adjustments cannot reasonably be made then other suitable options will be explored using the Council's established processes.

3.7 Each of the staff working groups considered equalities issues as part of their remit and a summary of the impact for staff is included in the table below.

## Staff Equalities Impact Assessment

Areas of possible impact	Impact (positive/negative)	Impact level (Low, medium, high)	Explanation and evidence
<b>Age</b>	Neutral	Low	<p>All staff within the Council Housing Service will be affected by the implementation of Housing+. The implementation should not result in any negative impact on members of staff as a result of their age.</p> <p>It is recognised that the move to Housing+ may not be viewed positively by all staff who do not wish to move to this way of working. In those cases consideration will need to be given to other employment opportunities within the housing service or the wider Council along with VER/VS schemes and this will be developed in line with the Achieving Change process.</p>
<b>Disability</b>	Neutral	Medium	<p>It is recognised that 11% of staff declared themselves as disabled employees. The new ways of working for Housing+ staff could have a negative impact for some disabled staff who have difficulties with mobility or spending most of their time on their Patch.</p> <p>Reasonable adjustments would need to be considered for those staff where this would be an issue for example adjustments to touch down facilities, or additional time factored in for undertaking certain tasks. If reasonable adjustments could not be made, employment in alternative roles would be explored.</p>
<b>Pregnancy / maternity</b>	Neutral	Medium	<p>Although it is not anticipated that the introduction of Housing+ would have a negative impact on staff who are pregnant, the move to more mobile working may create some issues for some women in the later stages of pregnancy.</p> <p>Managers would need to ensure that Pregnancy related risk assessments were completed based around the new role description and specific requirements of the post and make reasonable adjustments as necessary.</p> <p>The need to access welfare facilities for pregnant workers also needs to be considered.</p>
<b>Race</b>	Neutral	Low	<p>It is not anticipated that the Housing + role will have an overall negative impact on staff due to issues relating to race. However, staff have flagged that the increased contact with customers within their own environment may lead to an increase in racist or homophobic incidents.</p> <p>Processes are already in place through incident reporting to deal with issues of this nature. However, dealing with confrontational behaviour will be built into the training plan for all Housing+ Officers and Managers need to be aware of the</p>



			appropriate course of action should a staff member be faced with this situation.
<b>Religion / belief</b>	Neutral	Low	<p>It is not anticipated that the Housing + role will have an overall negative impact on staff due to religion/belief. A change to mobile working may affect the facilities for prayer rooms and this would need to be accounted for at the office locations which exist.</p> <p>It is likely that as part of the Housing + role, staff will increasingly come into contact with customers who have a variety of religious beliefs. It is believed that this will be a positive impact for staff and will increase their awareness and understanding of diversity issues as they carry out their role.</p>
<b>Sex</b>	Neutral	Low	<p>It is not anticipated that Housing + will have more/less overall impact based on the gender of the staff member. However, through consultation staff have raised concerns over lone female working and visiting. All lone working procedures will be reviewed prior to Housing+ implementation to ensure that they are still fit for purpose and Managers will need to ensure that staff are aware and applying them. This will include the assessment of risk and arranging for joint visits where required.</p>
<b>Sexual orientation</b>	Neutral	Low	<p>It is not anticipated that the Housing + role will have an overall negative impact on staff due to issues relating to sexual orientation. However, staff have flagged that the increased contact with customers within their own environment may lead to an increase in racist or homophobic incidents.</p> <p>Processes are already in place through incident reporting to deal with issues of this nature. However, dealing with confrontational behaviour will be built into the training plan for all Housing + Officers and Managers need to be aware of the appropriate course of action should a staff member be faced with this situation.</p>
<b>Trans-gender</b>	Neutral	Low	<p>It is not anticipated that the Housing + role will have an overall negative impact on transgender. However, staff have flagged that the increased contact with customers within their own environment may lead to an increase in confrontational incidents.</p>
<b>Carers</b>	Neutral	Low	<p>It is not anticipated that Housing + will have more/less impact based on whether the staff member has caring responsibilities. Any arrangements which currently exist for staff to work flexibly or work specific hours to undertake caring responsibilities would need to be considered in the overall staffing numbers allocated to cover specific areas. The consultation period of the MER/AC process will ensure that any issues around potential care responsibilities are raised and options considered to balance Service and individual needs. Any out of hours work required would need to be dealt with through Council policies and liaison with the</p>

			Manager as happens currently.
<b>Voluntary, community &amp; faith sector</b>	Neutral	Low	It is anticipated that Housing+ will increase the contact that staff have with the voluntary, community and faith sector. Staff will be expected to develop an awareness of organisations within their specific patch and develop relationships at a local level.
<b>Financial inclusion, poverty, social injustice</b>	Neutral	Low	There is no anticipated impact from a staff perspective as overall staff numbers are not anticipated to decrease there is no immediate threat of compulsory redundancy. It is recognised that changes to the role are likely to result in some staff not wishing to take up the new role or not having the required skill set. A full programme of training will be developed and other options explored e.g. alternative job roles, VER/VS.
<b>Cohesion</b>	Neutral	Low	There is no anticipated impact linked to this group from a staff perspective. Issues relating to service delivery are highlighted below.

#### 4. Managing equalities issues throughout the project

4.1 The Council is landlord to 48,000 tenants living in 41,000 homes – many of whom are among the most disadvantaged in the city. This programme therefore presents a huge opportunity to improve the outcomes for individuals, families and communities. The diversity profiles for our tenants (where we hold the specific information) is as follows:

- **Sex:** 44% male, 56% female
- **Disability:** 31% consider themselves disabled
- **Ethnicity:** 15% BME
- **Age:**
  - 12% 16-29yrs
  - 32% 30-49yrs
  - 32% 50-69yrs
  - 22% 70-89yrs+
  - 2% 90yrs+
- **Religion:** 54% Christian, 7% Muslim, 29% No Religion, 2% Other, 8% Prefer not to say
- **Sexual Orientation:** 0.4% Bisexual, 0.4% Gay, 77% Heterosexual, 0.2% Lesbian, 22% Prefer not to say

4.2 Vulnerable customers and others needing additional support to access services should benefit the most from the new model. The new way of delivering and co-ordinating services will make it easier for people to access the services they need at the right time.

4.3 A consultation exercise in November 2013 gave customers the opportunity to feedback on six key principles of Housing+ in order to validate some of the assumptions around the

potential benefits of the new model. Scenario-based questions allowed customers to rate the principles on a 1 (poor) –10 (excellent) scale and comment on the proposals. 929 responses were received, in addition to discussions at Local Housing Forums and Sheltered Board.

4.4 The consultation has been successful in reaching a diverse audience.

- 10% (74) of people said they were of a BME background compared to 15% of tenants as a whole.
- 28% (222) of respondents consider themselves disabled compared to 31% of tenant as a whole.
- 18% (145) did not give this information.
- The age profile of respondents is also encouraging, and compares reasonably well with the profile of tenants as a whole.

	Survey response	Tenant profile
<b>Under 25</b>	<b>4% (28)</b>	<b>6%</b>
<b>26-45</b>	<b>32% (254)</b>	<b>31%</b>
<b>46-65</b>	<b>41% (322)</b>	<b>31%</b>
<b>66-85</b>	<b>18% (142)</b>	<b>26%</b>
<b>86+</b>	<b>1% (5)</b>	<b>6%</b>
<b>Age not given</b>	<b>5% (41)</b>	

- People across all housing areas in the city have responded via their Local Housing Forums.

4.5 Responses to the consultation were generally positive with overall ratings ranging between 7.0 and 8.5 for the 6 questions. Key equalities issues flagged suggest that the move to Housing+ will provide positive outcomes from an equalities perspective. A sample of the comments received is listed in the table below:

Areas of possible impact	Impact (positive/negative)	Impact level (Low, medium, high)	Explanation and evidence
Age	Positive	Medium	<p>An element of the housing+ model will be to look at the housing offer to both younger and older people, which will present an opportunity to integrate the work of housing officers with care workers, health workers and the voluntary sector. The successful tenancies pilot projects are allowing for further scrutiny of the impact of providing a named worker approach for younger tenants and adjustments can then be made to the Housing+ model as lessons are learned.</p> <p>Issues relating to access to online services particularly for older customers were highlighted by the Staff Working Groups and the Customer consultation. A supportive response needs to be considered as part of the move to deliver a service that is “Better by Digital”. This will include traditional access channels (telephony, in person</p>



			<p>and visiting) remaining available to those customers who are unable to access the service or resolve their query through self-service.</p> <p>Comments from the consultation on the housing+ principles relating to age issues include:-  “Visits, especially to the elderly would make them feel more supported and cared about.”  “This is a good idea especially for the elderly.”  “It’s a great idea as this would be another service what can help get 18 -25 year-olds back into work”</p>
<b>Disability</b>	Positive	Medium	<p>Developing a ‘one stop’ approach to service delivery and integrating housing services with other services, including health-related and social-care services, is an important part of the housing+ approach. We know that 31% of tenants consider themselves disabled so, for any tenant with health or mobility issues, the Housing+ model has the potential to improve their access to the support they need.</p> <p>Comments from housing+ consultation relating to disability include:-  “I have Asperger Syndrome and severe arthritis in the right hip. Things like this are really useful”  “I have mental health issues so dealing with lots of different people is tough for me. Having a named housing officer that I can go to with problems would be better for me. It makes me feel more stable. It gives continuity.”</p>
<b>Pregnancy / maternity</b>	Positive	Low	<p>As above, this programme will potentially help tenants to access other services via signposting through the Housing+ Officer - including access to local services - and so improve the outcomes for those individuals and families.</p>
<b>Race</b>	Positive	Medium	<p>One of the principles of the Housing+ model covers the ability to tailor services to the individual circumstances of tenants and their families. We anticipate that this approach will have a positive impact on all tenants including those from BME communities. We know that 15% of our tenants are from a BME background and the successful tenancies pilot projects that are running currently cover some areas where the ethnicity of our tenants is more diverse, such as Gleadless Valley, Brushes and Wincobank. We will assess the impact of this approach on BME families to identify any changes or learning that needs to take place.</p> <p>Access to Language Line is currently available from Area Offices and will continue from those public access points that remain open. The housing service also makes use of in person interpreters for longer pre-arranged discussions and this will continue. Staff can access the Language Line service outside the office using mobile phones. The implementation of Housing+ will include a refresher of how to do this.</p>

<b>Religion / belief</b>	Positive	Low	As above, where this links to specific groups. Comments from the consultation have flagged that carrying out home visits as a routine way of transacting business may not suit all customers linked to their beliefs. Work will need to take place to ensure that this is taken into account when arranging a home visit and alternative locations for discussions will still be offered. This should be balanced against the need to gain access to the property.
<b>Sex</b>	Neutral	n/a	It is not anticipated that gender is an issue which would lead to a negative impact of the housing+ model.
<b>Sexual orientation</b>	Positive	Medium	One of the principles of the Housing+ model covers the ability to tailor services to the individual circumstances of tenants and their families. We anticipate that this approach will have a positive impact on all tenants including LGB people. It will be possible to access staff and advice in a more private setting where people feel more comfortable discussing sensitive issues.
<b>Trans-gender</b>	Positive	Medium	One of the principles of the Housing+ model covers the ability to tailor services to the individual circumstances of tenants and their families. We anticipate that this approach will have a positive impact on all tenants including Transgender people. Our data relating to transgender is limited and efforts will continue to be made to develop this information relating to customer insight.
<b>Carers</b>	Positive	Medium	Developing a 'one stop' approach to service delivery and integrating housing services with other services, including health-related and social-care services is an important part of the implementation of housing+. This will help families and individuals with caring responsibilities to access the support they and their dependents need. More home visits will be available to allow carers to discuss housing and other issues in their own home rather than having to visit an Area Office.
<b>Voluntary, community &amp; faith sector</b>	Positive	Medium	The Housing+ model will support the sustainability of communities by working with and forging partnerships between community organisations. The Housing+ approach supports the development of close working relationships at a local level and as the project is developed consideration will be given to additional support services that could be delivered by the third sector. It is also expected that Housing+ officers will be able to feed in local information to community organisations to support the development of new initiatives.
<b>Financial inclusion, poverty, social injustice</b>	Positive	Medium	There is a range of evidence and research to show that people who are already at risk of social exclusion or discrimination are more likely to be financially excluded than other groups.  The Housing+ project aims to develop opportunities for

			<p>individuals, families and communities to grow their financial and economic potential and achieve their aspirations.</p> <p>The need for more budgeting advice and support for tenants has been identified as part of the vision for the new service and this will form a key part of the Housing+ Officer role.</p>
<b>Cohesion</b>	Positive	Low	<p>A number of the statements included in the Vision for a future Council Housing Service contribute to increased community cohesion. A key role of the Housing+ Officer will be to engage with both individuals and communities, supporting the building of relationships and community resilience.</p>

4.7 It is recognised that the positive impacts for the equalities groups listed above will not happen by chance and equalities issues need to be fully considered throughout the implementation of Housing+ . The development of a model office, which is proposed as part of the implementation plan will allow equalities issues to be further explored and mitigated for both staff and customers in advance of the full roll-out of the model.

## 5. Overall summary of possible impact

5.1 The overall aims of the FoCH programme are to improve outcomes for individuals, families and communities. Any protected groups should benefit from the introduction of the Housing+ delivery model rather than be disadvantaged by it.

5.2 Therefore, the overall impact of the project at this stage is assessed as 'medium positive'.

If you have identified significant change, med or high negative outcomes or for example the impact is on specialist provision relating to the groups above, or there is cumulative impact you **must** complete the action plan.

### Key actions

Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
Workforce	Continue to monitor employee diversity data throughout the implementation of Housing+ to identify whether any groups of staff are disproportionately affected.	HR Lead
	Undertake an audit to identify the reasonable adjustments that already exist for staff potentially moving to Mobile Working and identify if reasonable adjustments can be made to enable Housing+ role to be undertaken.	HR Lead
	Review existing Lone Working/Health & Safety/Incident reporting procedures to	Gary Lund

Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
	ensure fit for purpose and refresh if required.	
	Review existing guidance around workstation assessment and use of mobile ICT, particularly in relation to reasonable adjustments.	Gary Lund
	Ensure that welfare facilities including the provision of prayer facilities for staff to access are built into the agreed office locations/community facilities.	Gary Lund
	Ongoing staff consultation to identify potential barriers for Housing+.	FoCH Team
Customers	Continue working with customers to identify potential barriers to Housing+.	FoCH Team
	Review Successful Tenancies pilots to identify lessons learned for equalities issues.	FoCH Team
	Continue to link into Digital Inclusion work to help develop the offer that Housing+ Officers can make to customers.	FoCH Team
	Refresh training for staff on accessing interpretation services on site for those customers where English isn't their first language.	FoCH Team

**Approved (Lead Manager):** Peter Brown

**Date:** 27.1.14

**Approved (EIA Lead person for Portfolio):** Phil Reid **Date:** 4.2.14

**Risk rating:** -Select-low



## Appendix Seven – The key differences for customers

Now	Housing+
Tenants contact the Call Centre for basic enquiries and service requests	No change
The Call Centre refers more complex queries to different housing staff depending on the nature of the query	More complex queries are passed on to the Housing+ officer via the local Neighbourhood Management Team
Tenants can call into their local housing office if they have a query	Tenants can still call into an office but can also arrange an appointment in their home with their Housing+ Officer
Tenants only get in touch when they have a request for service	Housing+ Officers (HPOs) contact all tenants within their patch on an annual basis to discuss support, wellbeing and aspirations and signpost to relevant services
Tenants deal with a range of Council Housing Service staff depending on the service they need	The HPO can deal with most referrals from the Call Centre or local Neighbourhood Management Team. Tenants know their name and how to get in touch with any problems
Staff don't have access to tenancy records whilst out and about	HPOs have mobile IT to allow them to deal with queries more quickly in tenants homes. They also help 'digitally include' households who need support with on-line transactions
Most Council Housing Service staff are office-based	HPOs spend the majority of their time on their patch providing a more visible presence
Staff only have limited knowledge of local community development opportunities	HPOs actively promote opportunities for engagement including local TARAs but also wider opportunities to become involved through other local organisations and supporting neighbours
Prospective tenants don't get the opportunity to meet the people managing their tenancy when they view and sign-up for a property	Accompanied viewings are carried out, wherever possible, by the HPO, who discusses property issues, local services and facilities. Relationships start to be built pre-tenancy and the sign-up process is tailored to the needs of the customer, the property and the area
Tenants often only come to the attention of the Council Housing Service once they have reached crisis point	A pro-active approach adopted by the HPO to know their patch and their customers results in earlier resolution and support being identified and a reduction in issues which reach crisis point
Tenants currently contact a variety of council services to get their issues resolved	HPO support tenants to access a variety of council services. They give a range of low-level preventative advice resulting in a reduction in the number of contacts they have to make
Members don't always know who to contact with a query about council housing in their Ward	Members have a named contact for their Ward who can deal with all initial queries about council housing services

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